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NATIONAL RESTAURANT ASSOCIATION

SURVEY OF BENEFITS FOR HOURLY EMPLOYEES IN FOODSERVICE

Prepared in cooperation with

LAVENTHOL & HORWATH
Certified Public Accountants/Business Consultants
A member of Horwath International

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SURVEY OF BENEFITS FOR HOURLY EMPLOYEES IN FOODSERVICE—1989

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To the Reader:

Benefits for Hourly Employees in Foodservice is based on a survey conducted by the National Restaurant Association in cooperation with the national accounting and consulting firm of Laventhol & Horwath (L&H). This report presents data provided by members of the National Restaurant Association.

Three hundred thirty-nine questionnaires were received from restaurant operators. The information and data presented in this report are intended to be used as guidelines, not standards for the industry. They are representative of the respondents to the survey rather than of the industry. Neither the National Restaurant Association nor L&H is attempting to set or conform benefit standards for the industry.

The cooperation of the National Restaurant Association members who supplied data for this study is sincerely appreciated.

SURVEY OF BENEFITS FOR HOURLY EMPLOYEES IN FOODSERVICE

Background

In late 1989 the National Restaurant Association, in conjunction with Laventhol & Horwath, conducted a survey on benefits that foodservice employers provided to employees who are paid on an hourly basis. The survey was designed to provide restaurateurs with basic data on benefits for non-exempt employees.

Questionnaires were distributed to a random sample of National Restaurant Association members with estimated annual sales of $1 million or more. (A copy of the questionnaire can be found in the appendix of this report.) A reminder card and an additional copy of the survey were mailed to each recipient to enhance response.

Respondents returned 339 questionnaires. The National Restaurant Association and Laventhol & Horwath established standardized guidelines and procedures for handling questionnaires before analyzing respondents' data. Returned questionnaires were carefully reviewed for accuracy and reasonableness before information processing was initiated.

Survey respondents represent nearly 20,000 units with nearly one million hourly workers and total sales of $15.5 billion.

The following is a profile of the typical contributor:

- Operates one to five establishments
- Full-menu tableservice operation
- Private corporation
- Operates on a local basis
- Employs over 100 hourly employees
- Annual sales over $1.5 million

In comparison, the Bureau of the Census reports that eating place firms with annual sales of $1.0 million and above accounted for over 100,000 establishments, posted sales of $89.7 billion, and had 3.6 million paid employees in 1987. Although these firms accounted for 36 percent of total establishments and 67 percent of total sales, 90 percent of eating place firms reported sales under $1 million. Therefore, data contained in this report are representative of respondents to the survey rather than the many small firms in the industry. The information and data presented in this report are intended to be used as guidelines, and not standards.

Survey results provide information for the following benefits:

- **Meals**
- **Uniforms**
- **Time Off**
  - Vacation
  - Personal leave
  - Jury duty
  - Funeral leave
  - Military leave
  - Rest time
  - Holidays
- **Health Insurance**
  - Medical/surgical
  - Dental
  - Vision
  - Hearing
  - Prescription
  - Deductible amounts
  - Cost containment features
- **Maternity/Paternity/Dependent Care Leave**
- **Insurance**
  - Life
  - Disability
  - Accidental Death/Dismemberment
- **Pension/Capital Accumulation Plans**
  - Pension plan
  - Employee Stock Ownership Plan
  - 401(K)
  - Profit sharing
- **Other Benefits**
  - Educational assistance
  - Parking
  - Subsidized commuting
  - Legal services
  - Credit union
  - Employee Assistance Programs
- **Bonuses/Awards**
  - Christmas bonus
  - Performance based bonus
  - Service awards
  - Suggestion awards

Medians are used extensively in data presentation. Medians are the middle value of all amounts calculated for a particular item when placed in sequential order. Half of all values reported are below the median and half are above. Readers should be aware that medians are calculated only from respondents report-

ing information for each individual item. For an in-depth explanation of medians, please refer to the appendix of this report. When there is an insufficient number of responses, a double asterisk (**) symbol is inserted in place of the figure.

When possible, benefits are analyzed by each of the following breakdowns:

Type of Restaurant
- Full-Menu Tableservice
- Limited-Menu Tableservice
- Limited-Menu No Tableservice
- Cafeteria

Number of Establishments
- 5 or less
- 6 to 15
- 16 to 30
- 31 or More

Annual Sales Volume
- $1,000,000 to $1,499,999
- $1,500,000 to $4,999,999
- $5,000,00 to $14,999,999
- $15,000,000 and over

Number of Hourly Employees
- Less than 100
- 100 to 349
- 350 to 999
- 1,000 or More

Annual Payroll for Hourly Employees
- Less than $500,000
- $500,000 to $1,499,999
- $1,500,000 to $2,499,999
- $2,500,000 and Over

Scope of Operation
- Local
- One or Two States
- Regional
- U.S.
- International

Organization
- Foodservice Contractor
- Franchise Operation

Executive Summary

Meals and Uniforms

- Meals were the most popular benefit provided to hourly employees in foodservice. Over 90 percent of survey respondents offered this benefit.
- Of employers providing meals to hourly employees, approximately half offered meals free of charge to both hourly preparation and service employees. More than one out of three respondents provided hourly employees with a discount for non-work related meals.
- Only one out of ten respondents providing uniforms for their hourly employees—who were paid more than the minimum wage—required a uniform deposit or purchase of the uniform.

Time Off

- Ninety-percent of all respondents provided their non-exempt employees with paid vacation leave. Median eligibility requirements were 30 hours per week and a year of service.
- Over seven out of ten survey participants offered either paid or unpaid sick leave. Median eligibility requirements for paid sick leave were 30 hours per week and 26 weeks of service.
- Over four out of five survey participants provided either paid or unpaid jury duty leave and funeral leave. Three out of four offered either paid or unpaid personal and military leave.

Fringe Benefits

- More than eight out of ten companies offered medical/surgical coverage. Median eligibility requirements were 30 hours per week and 13 weeks of service. The median individual deductible was $200 with 80 percent of benefits paid by the plan after the deductible was met. The maximum benefit per individual was $1,000,000. Nine out of ten companies paid all or part of the individual premium.
- Almost half of the survey participants offered a dental plan to their eligible hourly employees, and two out of three offered a prescription plan.
- For eligible employees, over one out of ten respondents offered paid maternity leave, and two of the three offered unpaid leave with continuing health insurance coverage.
- Almost half of the survey participants provided paid or unpaid leave, other than vacation days, for hourly workers to care for sick children, sick spouse or sick older family members.
- Two out of three companies offered life insurance. Median eligibility requirements were 30 hours worked per week and 24 weeks of service.
- More than half of the survey respondents provided accidental death/dismemberment coverage.
- Approximately one out of four offered a pension plan and 401(K) plan to eligible employees. Of those respondents offering a 401(K) plan, two out of three offered a matching company contribution. The median matching company contribution for each dollar an employee contributed was 30 cents.
- Education assistance was offered by more than one out of three respondents to eligible hourly employees. Among those respondents offering educational assistance, almost two out of three participants reimbursed 100 percent of tuition.

Other

- Bonuses and awards were popular benefits for hourly foodservice employees. Half of all survey participants offered service awards, and 44 percent offered Christmas bonuses.
- Median benefit costs for hourly employees accounted for 18 percent of hourly payroll costs.
- Almost two out of three respondents were satisfied with the benefits available to their company's hourly employees.
- One third of survey respondents made significant changes to their benefit program during the past year. The most frequently mentioned change was switching health insurance carriers.
- Almost one third of survey respondents planned significant changes over the next two years. Instituting a flexible benefit or cafeteria plan was the most frequently mentioned change anticipated.
- Respondents considered parties, such as a company's annual outing or Christmas celebration, to be their most noteworthy voluntary benefit.

Profile of Contributors

Each respondent was asked to provide general characteristics pertaining to the size, scope, restaurant type and other features of their operations. The following sections summarize characteristics that describe the respondents.

Number of Respondents

Exhibit 1 presents the distribution of respondents by number of establishments. More than half (54 percent) of the contributors operated five or fewer restaurants, while 23 percent operated six to 15. Three out of four (77 percent) survey participants operated 15 or fewer establishments.

Sales Volume

More than three out of four (76 percent) survey participants reported annual sales of $1.5 million and above. Almost one out of four respondents (23 percent) reported annual sales of $15 million and above. See Exhibit 2.

Type of Restaurant

An analysis of the respondent companies by type of restaurant is shown in Exhibit 3. More than three out of five (62 percent) survey participants were full-menu tableservice operators. Limited-menu no tableservice or fast food restaurants represented the second largest response category, accounting for 14 percent of the sample.

Scope of Operation

More than half of the respondents (55 percent) maintained their scope of operations on a local basis only, as demonstrated in Exhibit 4. Nineteen percent operated in several localities within one or two states. More than three percent of the sample responded that they operate restaurants internationally.

Exhibit 1
Distribution of Respondents — By Number of Establishments

Number of Establishments	Percent of Respondents
5 or less	53.7%
6 to 15	23.3
16 to 30	7.7
31 and over	12.1
No response	3.2
Total	100.0%

Exhibit 2
Distribution of Respondents — By Annual Sales Volume

Sales Volume	Percent of Respondents
Less than $1,500,000	17.7%
$1,500,000 to $4,999,999	28.9
$5,000,000 to $14,999,999	24.2
$15,000,000 and over	23.3
No Response	5.9
Total	100.0%

Exhibit 3
Distribution of Respondents — By Type of Restaurant

Type of Restaurant	Percent of Respondents
Full-Menu Tableservice	62.2%
Limited-Menu Tableservice	10.3
Limited-Menu No Tableservice	14.2
Cafeteria	6.2
Other	5.3
No Response	1.8
Total	100.0%

Exhibit 4
Distribution of Respondents — By Scope of Operation

Scope of Operation	Percent of Respondents
Local	55.5%
One to Two States	18.6
Regional	10.6
U.S.	10.6
International	3.2
No Response	1.5
Total	100.0%

Exhibit 5
Distribution of Respondents — By Type of Ownership

Type of Ownership	Percent of Respondents
Sole Proprietorship	9.1%
Partnership	9.1
Public Corporation	7.1
Private Corporation	73.8
No response	0.9
Total	100.0%

Exhibit 6
Distribution of Respondents — By Region* of Country

Region	Percent of Respondents
Northeast	21.2%
North Central	25.1
South	31.0
West	20.1
No Response	2.6
Total	100.0%

* Northeast: CT, ME, MA, NH, NJ, NY, PA, RI, VT
North Central: IL, IN, IA, KS, MI, MN, MO, NE, ND, OH, SD, WI
South: AL, AR, DC, DE, FL, GA, KY, LA, MD, MS, OK, NC, SC, TN, TX, VA, WV
West: AK, AZ, CA, CO, HI, ID, MT, NV, NM, OR, UT, WA, WY

Exhibit 7
Distribution of Respondents — By Total Number of Hourly Employees

Total Number of Hourly Employees	Percent of Respondents
Less than 100	2.1%
100 to 349	28.6
350 to 999	16.5
1,000 or More	15.6
No Response	37.2
Total	100.0%

Exhibit 8
Distribution of Respondents — By Annual Payroll

Annual Payroll for Hourly Employees	Percent of Respondents
Less than $500,000	21.2%
$500,000 to $1,499,999	28.6
$1,500,000 to $2,499,999	10.3
$2,500,000 and over	28.3
No Response	11.6
Total	100.0%

Type of Ownership

Exhibit 5 shows the analysis of the respondent companies by type of ownership. Privately held corporations accounted for almost three out of four (74 percent) survey participants.

Region of the Country

Thirty-one percent of the respondents were located in the South. Operations in the North Central states accounted for 25 percent of the contributors. As shown in Exhibit 6, the Northeast region comprised 21 percent of the respondents.

Total Number of Employees

As shown in Exhibit 7, 29 percent of the respondents employed between 100 and 349 hourly employees and 16 percent employed 1,000 or more. Two percent of the survey participants employed fewer than 100 hourly employees. Sixty percent of the total hourly workforce were female, and 33 percent of the total hourly workforce were married.

Annual Payroll for Hourly Employees

More than one out of five survey respondents (21 percent) reported an annual payroll for their hourly workforce of less than $500,000. Twenty-nine percent indicated a payroll between $500,000 and $1.5 million; and 28 percent reported an hourly employee payroll of $2.5 million and above. See Exhibit 8.

Average Age of Hourly Workforce

As Exhibit 9 indicates, more than one out of three (35 percent) survey respondents reported the average age of their hourly workforce was between 21 and 25 years old. Eleven percent reported the average age of their hourly workforce was less than 20 years old, and 24 percent indicated an average age of 26 to 30 years old.

Type of Organization

Exhibit 10 illustrates that 17 percent of the respondents were foodservice contractors and 16 percent were franchise operations.

Hours Worked

Exhibit 11 presents for all respondents the mean proportion of the hourly workforce, by hours worked per week. Thirty percent of the respondents hourly employees worked 24 hours or less per week while 36 percent worked 35 hours or more per week.

Length of Service

The average length of service for hourly employees as reported by survey respondents is shown in Exhibit 12. Forty-two percent of the hourly workforce had less than one year of service and 25 percent had one to two years of service.

Exhibit 9
Distribution of Respondents — By Average Age of Hourly Workforce

Average Age of Hourly Workforce	Percent of Respondents
20 or Less	10.6%
21 to 25	35.4
26 to 30	24.2
31 to 35	13.9
36 to 40	5.3
41 and Over	2.9
No response	7.7
Total	100.0%

Exhibit 10
Distribution of Respondents — By Type of Organization

Type of Organization	Percent of Respondents
Foodservice Contractor	17.4%
Franchise Operation	15.6
Hotel/Motel	10.3
Club	4.1

Exhibit 11
Distribution of Hourly Workforce — Hours Worked Per Week

Hours Worked Per Week	Mean
Less than 17.5	14.4%
17.5 to 24	15.5
25 to 29	17.0
30 to 34	16.9
35 or More	36.2
Total	100.0%

Exhibit 12
Distribution of Hourly Workforce — Length of Service

Length of Service	Mean
Less Than a Month	6.4%
1 to 6 Months	17.8
7 Months But Less Than 1 Year	17.6
1 to 2 Years	25.4
3 to 5 Years	17.4
More Than 5 Years	15.4
Total	100.0%

SECTION A—MEALS AND UNIFORMS

The survey of benefits for hourly workers in foodservice included a series of questions on meals and uniforms.

Meals

Respondents were asked if they provided meals for their hourly service and preparation employees. If meals were provided, survey participants were asked to indicate whether hourly employees were charged for these meals or the meals were provided free. If employees were charged, respondents indicated whether they gave a meal discount or deducted a meal credit from the employees' wages.

More than nine out of ten survey respondents (93 percent) reported they provided meals to service employees, 95 percent provided meals to preparation employees and 91 percent provided meals for both categories of hourly employees. Of those employers that provided meals, preparation employees were somewhat more likely to be provided with free meals than were service employees. Fifty-seven percent of survey respondents providing meals to preparation employees reported they did so free of charge. Forty-seven percent indicated meals were provided free to service employees.

For those companies that charged their hourly employees for work-related meals, giving a discount was more common than deducting a meal credit—82 percent reported giving a meal discount to service employees and 78 percent offered a discount to preparation employees. The median discount offered was 50 percent, and the median meal credit was $1.50. The median formal paid meal time for hourly employees was 30 minutes.

In addition, more than one out of three (36 percent) survey respondents offered hourly employees a discount for non-work related meals.

Uniforms

Respondents were asked a series of questions about uniforms and uniform cleaning policies for their hourly employees who were paid more than the minimum wage.

Only one out of ten survey respondents that provided uniforms for their hourly employees who were paid more than the minimum wage required either a uniform deposit or purchase of the uniform. Ten percent provided a uniform cleaning allowance. Of respondents providing uniforms to their hourly employees, 16 percent indicated they clean front of the house uniforms for hourly employees paid more than the minimum wage and more than one out of three (37 percent) reported cleaning back of the house uniforms.

Exhibit A-1
MEALS
Percent of Respondents Providing Meals to Hourly Employees

	Service Employees		Preparation Employees	
	Provide Meals	Do Not Provide Meals	Provide Meals	Do Not Provide Meals
Total	93.2%	6.8%	94.8%	5.2%
Type of Restaurant				
Full-Menu Tableservice	93.8	6.2	94.6	5.4
Limited-Menu Tableservice	88.6	11.4	97.1	2.9
Limited-Menu No Tableservice	95.8	4.2	95.7	4.3
Cafeteria	100.0	0.0	100.0	0.0
Number of Establishments				
5 or Less	93.9	6.1	96.1	3.9
6 to 15	91.0	9.0	92.2	7.8
16 to 30	92.3	7.7	92.3	7.7
31 and Over	97.6	2.4	97.5	2.5
Annual Sales Volume				
$1,000,000 to $1,499,999	90.0	10.0	91.5	8.5
$1,500,000 to $4,999,999	98.9	1.1	98.9	1.1
$5,000,000 to $14,999,999	96.3	3.7	97.6	2.4
$15,000,000 and Over	90.9	9.1	92.1	7.9
Number of Hourly Employees				
Less than 100	85.7	14.3	83.3	16.7
100 to 349	93.7	6.3	96.8	3.2
350 to 999	94.6	5.4	94.6	5.4
1,000 or More	92.5	7.5	94.3	5.7
Annual Payroll for Hourly Employees				
Less than $500,000	94.4	5.6	95.8	4.2
$500,000 to $1,499,999	93.8	6.2	97.9	2.1
$1,500,000 to $2,499,999	97.1	2.9	97.1	2.9
$2,500,000 and Over	93.6	6.4	93.6	6.4
Scope of Operation				
Local	93.6	6.4	95.6	4.4
One to Two States	95.2	4.8	96.7	3.3
Regional	94.4	5.6	97.1	2.9
U.S.	88.9	11.1	88.9	11.1
International	90.9	9.1	90.9	9.1
Foodservice Contractor	94.8	5.2	96.4	3.6
Franchise Operation	96.2	3.8	96.2	3.8
	(n = 336)		(n = 330)	

Exhibit A-2
MEALS
Of Respondents Providing Meals to Hourly Employees, Percent Who Provide Free or Charge

	Service Employees		Preparation Employess	
	Free Meals	Charge for Meals	Free Meals	Charge for Meals
Total	46.5%	53.5%	56.8%	43.2%
Type of Restaurant				
Full-Menu Tableservice	47.5	52.5	62.2	37.8
Limited-Menu Tableservice	33.3	66.7	53.1	46.9
Limited-Menu No Tableservice	34.8	65.2	31.1	68.9
Cafeteria	65.0	35.0	63.2	36.8
Number of Establishments				
5 or Less	88.9	11.1	64.3	35.7
6 to 15	50.6	49.4	43.7	56.3
16 to 30	32.4	67.6	47.8	52.2
31 and Over	45.8	54.2	48.7	51.3
Annual Sales Volume				
$1,000,000 to $1,499,999	62.3	37.7	67.9	32.1
$1,500,000 to $4,999,999	44.1	55.9	58.7	41.3
$5,000,000 to $14,999,999	41.8	58.2	46.8	53.2
$15,000,000 and Over	44.3	55.7	55.7	44.3
Number of Hourly Employees				
Less than 100	66.7	33.3	80.0	20.0
100 to 349	42.7	57.3	54.4	45.6
350 to 999	42.3	57.7	53.9	46.1
1,000 or More	34.7	65.3	38.0	62.0
Annual Payroll for Hourly Employees				
Less than $500,000	56.7	43.3	65.5	34.5
$500,000 to $1,499,999	38.9	61.1	52.7	47.3
$1,500,000 to $2,499,999	44.1	55.9	47.1	52.9
$2,500,000 and Over	45.5	54.5	55.2	44.8
Scope of Operation				
Local	54.6	45.4	64.7	35.3
One to Two States	32.2	67.8	43.1	56.9
Regional	32.4	67.6	41.2	58.8
U.S.	43.8	56.2	56.3	43.7
International	40.0	60.0	60.0	40.0
Foodservice Contractor	58.2	41.8	67.3	32.7
Franchise Operation	31.4	68.6	37.3	62.7
	(n = 312)		(n = 310)	

Exhibit A-3

MEALS

Of Respondents Charging Hourly Employees for Meals, Percent Who Deduct a Meal Credit or Give a Meal Discount

	Service Employees		Preparation Employess	
	Deduct Credit	Give Discount	Deduct Credit	Give Discount
Total	18.2%	81.8%	22.5%	77.5%
Type of Restaurant				
Full-Menu Tableservice	21.9	78.1	29.3	70.7
Limited-Menu Tableservice	15.0	85.0	15.0	85.0
Limited-Menu No Tableservice	3.3	96.7	3.1	96.9
Cafeteria	42.9	57.1	42.9	57.1
Number of Establishments				
5 or Less	25.6	74.4	30.2	69.8
6 to 15	14.9	85.1	20.0	80.0
16 to 30	7.7	92.3	16.7	83.3
31 and Over	4.2	95.8	4.5	95.5
Annual Sales Volume				
$1,000,000 to $1,499,999	19.0	81.0	17.7	82.3
$1,500,000 to $4,999,999	20.4	79.6	25.0	75.0
$5,000,000 to $14,999,999	17.4	82.6	21.4	78.6
$15,000,000 and Over	10.3	89.7	18.2	81.8
Number of Hourly Employees				
Less than 100	33.3	66.7	0.0	100.0
100 to 349	21.6	78.4	24.4	75.6
350 to 999	13.8	86.2	20.8	79.2
1,000 or More	6.1	93.9	12.1	87.9
Annual Payroll for Hourly Employees				
Less than $500,000	25.0	75.0	28.0	72.0
$500,000 to $1,499,999	19.6	80.4	25.0	75.0
$1,500,000 to $2,499,999	21.0	79.0	16.7	83.3
$2,500,000 and Over	10.6	89.4	17.5	82.5
Scope of Operation				
Local	24.4	75.6	33.3	66.7
One to Two States	12.5	87.5	18.2	81.8
Regional	8.7	91.3	10.0	90.0
U.S.	15.8	84.2	17.6	82.4
International	16.7	83.3	0.0	100.0
Foodservice Contractor	29.2	70.8	33.3	66.7
Franchise Operation	2.9	97.1	3.1	96.9
	(n = 171)		(n = 139)	

Exhibit A-4
UNIFORMS
Of Respondents Providing Uniforms to Hourly Employees, Percent Who Require Employees Paid More Than Minimum Wage to Provide a Uniform Deposit or Purchase Uniform

	Require:	
	Uniform Deposit	Uniform Purchase
Total	14.6%	13.4%
Type of Restaurant		
Full-Menu Tableservice	19.1	18.5
Limited-Menu Tableservice	4.2	4.2
Limited-Menu No Tableservice	6.7	4.4
Cafeteria	11.1	11.1
Number of Establishments		
5 or Less	23.0	16.2
6 to 15	4.9	11.5
16 to 30	10.0	15.0
31 and Over	2.7	5.4
Annual Sales Volume		
$1,000,000 to $1,499,999	19.5	7.3
$1,500,000 to $4,999,999	17.5	20.0
$5,000,000 to $14,999,999	17.1	12.9
$15,000,000 and Over	1.6	6.5
Number of Hourly Employees		
Less than 100	20.0	20.0
100 to 349	21.2	15.3
350 to 999	6.7	15.6
1,000 or More	2.3	7.0
Annual Payroll for Hourly Employees		
Less than $500,000	17.3	13.5
$500,000 to $1,499,999	21.5	17.7
$1,500,000 to $2,499,999	10.0	10.0
$2,500,000 and Over	7.6	10.1
Scope of Operation		
Local	21.0	16.1
One to Two States	10.7	14.3
Regional	3.9	11.5
U.S.	6.5	3.2
International	0.0	11.1
Foodservice Contractor	13.6	15.9
Franchise Operation	6.3	8.3

(n = 268)

Exhibit A-5
UNIFORMS
Of Respondents Providing Uniforms to Hourly Employees, Percent Who Provide a Cleaning Allowance or Clean Uniforms for Employees Paid More than Minimum Wage

	Percent Providing Cleaning Allowance	Percent Cleaning		
		Front of House Uniforms	Back of House Uniforms	Both Front and Back of House Uniforms
Total	9.7%	16.0%	37.3%	14.2%
Type of Restaurant				
Full-Menu Tableservice	12.1	19.1	47.1	15.9
Limited-Menu Tableservice	8.3	4.2	20.8	4.2
Limited-Menu No Tableservice	0.0	4.4	8.9	4.4
Cafeteria	5.6	11.1	38.9	11.1
Number of Establishments				
5 or Less	12.0	16.9	46.5	17.8
6 to 15	8.2	9.8	18.0	6.6
16 to 30	10.0	20.0	35.0	20.0
31 and Over	5.4	10.8	27.0	10.8
Annual Sales Volume				
$1,000,000 to $1,499,999	7.3	19.5	41.5	17.1
$1,500,000 to $4,999,999	15.0	17.5	46.2	17.5
$5,000,000 to $14,999,999	7.1	14.3	32.9	11.4
$15,000,000 and Over	8.1	17.7	32.3	14.5
Number of Hourly Employees				
Less than 100	40.0	**	**	**
100 to 349	12.9	17.6	44.7	14.1
350 to 999	4.4	11.1	28.9	8.9
1,000 or More	11.6	14.0	25.6	14.0
Annual Payroll for Hourly Employees				
Less than $500,000	1.9	15.4	40.4	15.4
$500,000 to $1,499,999	12.7	12.7	43.0	11.4
$1,500,000 to $2,499,999	16.7	20.0	30.0	16.7
$2,500,000 and Over	8.9	17.7	35.4	15.2
Scope of Operation				
Local	10.5	16.8	43.4	15.4
One to Two States	7.1	16.1	35.7	12.5
Regional	11.5	7.7	26.9	7.7
U.S.	9.7	19.4	29.0	16.1
International	11.1	**	**	**
Foodservice Contractor	15.9	13.6	31.8	13.6
Franchise Operation	4.2	8.3	10.4	4.2

(n = 268)

** Insufficient data.

SECTION B—TIME OFF

The survey covered different types of work-leave available to hourly workers. Leaves included in the questionnaire were:

- Vacation
- Sick Leave
- Personal Leave
- Jury Duty
- Funeral Leave
- Military Leave

Survey participants were asked to indicate whether each of these leaves was provided as paid leave, provided as unpaid leave, or not provided (no formal policy). In addition, each respondent was asked to report specific eligibility requirements for each leave type, such as number of hours per week that must be worked and number of weeks with the company to be eligible.

Leave

Type of Leave	Percent Providing Paid or Unpaid Leave*	Rank	Percent Providing Paid Leave	Rank	Percent Providing Unpaid Leave	Rank
Vacation	94%	1	90%	1	4%	6
Jury Duty	83	2	39	2	44	4-5
Funeral	81	3	30	3	51	3
Personal	74	4	8	6	66	1
Military	73	5	9	5	64	2
Sick	72	6	28	4	44	4-5

* Excludes respondents not providing leave as well as non-respondents.

Vacation Leave

Of the various types of leave provided to hourly employees, vacation leave was the most popular. Nine out of 10 respondents (90 percent) provided their hourly employees with paid vacation leave, and an additional 4 percent provided unpaid vacation leave. In order to be eligible for paid vacation, employees worked a median 30 hours per week and needed a median length of service of one year.

Among respondents offering paid vacation leave, the amount of vacation leave provided to hourly employees varied by length of service. Employees with six months of service were not eligible for paid vacation leave, while employees with a year of service were eligible for a median of five days vacation leave. Hourly employees with three years of service were eligible for a median of 10 paid vacation days, and workers with 10 or more years of service were eligible for 15 paid vacation days.

Few companies allowed hourly employees to carry over the vacation time or cash it in. Almost one in ten (9 percent) survey respondents allowed carry-over for unused vacation leave, 21 percent allowed employees to cash in their unused leave, and 11 percent allowed both. More than half (59 percent) did not allow cash-in or carry over of unused vacation leave.

Sick Leave

More than seven out of ten survey participants (72 percent) indicated that hourly employees were provided with sick leave. Paid sick leave was provided by nearly three out of 10 (28 percent) respondents while an additional 44 percent provided employees with unpaid sick leave. Respondents reported employees worked a median 30 hours per week to be eligible for sick leave and needed a median length of service of 26 weeks.

The amount of paid sick leave offered to hourly employees varied by length of service. Employees with six months or less of service were not eligible for paid sick leave while employees with a year of service were eligible for a median of five days paid sick leave. Hourly employees with three years of service or more were eligible for a median of six paid sick days.

More than one out of five companies (21 percent) offering paid sick leave allowed its hourly employees to carry over unused sick leave. Seven percent allowed employees to cash it in. More than half (58 percent) did not allow cash-in or carry over of unused sick leave.

Other Leave

Although other leaves—personal, jury, funeral and military service—were typically offered less often than vacation and sick leaves, these leaves often required less service to qualify. Personal leave was granted to hourly employees with a median of 26 weeks of service, while jury, funeral and military leave were provided to employees with a median of 12 weeks of service.

Personal Leave

Personal leave was the least common type of paid leave offered by survey respondents. Almost one out of ten respondents (8 percent) provided hourly employees with paid personal leave. However, an additional 66 percent provided unpaid personal leave for employees. Employees worked a median of 25 hours per week with a median of 26 weeks of service to qualify for personal leave.

Paid personal leave was somewhat more likely to be offered by larger organizations. Five percent of respondents with annual sales between $1 million and $1.5 million provided paid personal time compared with 10 percent of organizations with sales of $15 million or more.

Jury Leave

Paid jury leave was provided by almost four out of 10 survey respondents (39 percent) for their hourly employees, and was second only to vacation time in terms of the proportion of firms who offered it. Another 44 percent of respondents provided unpaid leave for jury duty. In order to qualify for jury leave, employees worked a median 30 hours per week and had a median of 12 weeks service for eligibility. Paid jury leave was more likely to be offered by larger organizations.

Funeral Leave

Three out of 10 survey respondents (30 percent) provided paid funeral leave for their hourly employees. An additional 51 percent gave their hourly workers unpaid funeral leave. To be eligible to receive funeral leave, employees worked a median 30 hours per week for 12 weeks with the company.

Large organizations were more likely to offer paid funeral leave than smaller firms. Nearly four out of 10 respondents (39 percent) with sales in excess of $15 million provided offered paid funeral leave compared with 23 percent of firms with sales between $1 million and $1.5 million.

Military Leave

Nine percent of all respondents reported their organization provided employees with paid military leave. However, two out of three respondents (64 percent) reported that they offered unpaid military leave. Employees were required to work a median 24 hours per week and be with the company 12 weeks in order to be eligible for military leave.

Larger organizations were more likely to provide their employees with paid military leave.

Formal Rest Time, Paid Holidays

Respondents provided hourly employees with a median of 20 minutes of formal paid rest time per day. Hourly employees also received a median of two paid holidays per year from employers.

Exhibit B-1
TIME OFF
Percent of Respondents Providing Vacation, Sick Leave to Hourly Employees

	Vacation*					Sick Leave*				
				Minimum Eligibility					Minimum Eligibility	
	Paid	Unpaid	Not Provided	Hours Per Week	Weeks	Paid	Unpaid	Not Provided	Hours Per Week	Weeks
Total	90.0%	4.1%	4.1%	30.0	52.0	27.7%	44.5%	22.4%	30.0	26.0
Type of Restaurant										
Full-Menu Tableservice	91.1	4.7	2.8	30.0	52.0	26.5	44.6	22.3	30.0	26.0
Limited-Menu Tableservice	82.8	8.6	2.9	30.0	52.0	25.7	45.7	22.9	27.0	26.0
Limited-Menu No Tableservice	87.5	2.1	10.4	30.0	52.0	18.8	52.1	27.1	30.0	52.0
Cafeteria	95.2	0.0	4.8	30.0	52.0	28.5	28.6	19.1	27.5	18.5
Number of Establishments										
5 or Less	89.0	6.0	2.8	30.0	52.0	26.4	49.5	18.1	30.0	26.0
6 to 15	87.3	2.5	8.9	30.0	52.0	26.6	39.2	31.7	30.0	26.0
16 to 30	100.0	0.0	0.0	30.0	52.0	30.7	50.0	15.4	30.0	52.0
31 and Over	92.7	0.0	4.9	26.0	52.0	34.2	34.2	29.3	30.0	28.0
Annual Sales Volume										
$1,000,000 to $1,499,999	88.3	6.7	5.0	31.0	52.0	26.7	53.3	16.7	34.0	52.0
$1,500,000 to $4,999,999	86.7	6.1	4.1	30.0	52.0	28.6	43.9	20.4	30.0	26.0
$5,000,000 to $14,999,999	91.5	2.4	3.7	30.0	52.0	23.2	45.1	23.2	27.0	26.0
$15,000,000 and Over	93.7	1.3	3.8	30.0	52.0	27.9	43.0	27.9	30.0	39.0
Number of Hourly Employees										
Less than 100	85.7	0.0	14.3	37.5	52.0	42.9	28.6	14.3	**	**
100 to 349	92.8	2.1	4.1	30.0	52.0	35.1	32.0	24.7	30.0	26.0
350 to 999	83.9	5.4	7.1	30.0	52.0	25.0	48.2	23.2	25.5	26.0
1,000 or More	96.2	0.0	1.9	30.0	52.0	26.4	45.3	26.4	30.0	52.0
Annual Payroll for Hourly Employees										
Less than $500,000	90.3	5.6	4.1	30.0	52.0	22.2	56.9	15.3	30.0	39.0
$500,000 to $1,499,999	86.6	5.2	4.1	30.0	52.0	24.7	44.3	23.7	30.0	26.0
$1,500,000 to $2,499,999	94.3	2.9	2.9	30.0	52.0	25.7	42.9	22.9	20.0	26.0
$2,500,000 and Over	94.8	2.1	1.0	30.0	52.0	31.3	43.8	21.9	30.0	26.0
Scope of Operation										
Local	87.2	6.4	3.7	30.0	52.0	25.5	47.8	19.2	30.0	52.0
One to Two States	93.7	3.2	3.2	30.0	52.0	28.6	39.6	28.6	30.0	19.5
Regional	94.4	0.0	5.6	30.0	52.0	30.6	50.0	19.4	30.0	52.0
U.S.	91.6	0.0	5.6	30.0	52.0	33.3	30.6	33.3	30.0	26.0
International	90.9	0.0	9.1	25.0	52.0	45.4	18.2	27.3	30.0	28.0
Foodservice Contractor	88.1	8.5	3.4	30.0	52.0	37.3	37.3	22.0	30.0	52.0
Franchise Operation	94.3	1.9	3.8	30.0	52.0	20.8	49.1	30.1	30.0	26.0

(n = 339)

* May not sum to 100% since non-respondents excluded from exhibit layout.
** Insufficient response.

Exhibit B-2
TIME OFF
Percent of Respondents Providing Personal, Jury Leave to Hourly Employees

	Personal Leave*					Jury Leave*				
				Minimum Eligibility					Minimum Eligibility	
	Paid	Unpaid	Not Provided	Hours Per Week	Weeks	Paid	Unpaid	Not Provided	Hours Per Week	Weeks
Total	8.3%	66.1%	18.6%	25.0	26.0	39.2%	44.2%	10.6%	30.0	12.0
Type of Restaurant										
Full-Menu Tableservice	4.7	67.8	20.4	25.0	26.0	33.2	50.7	10.4	30.0	12.0
Limited-Menu Tableservice	8.6	62.9	20.0	27.0	52.0	37.1	37.1	14.4	24.0	12.0
Limited-Menu No Tableservice	4.2	72.9	14.6	25.0	12.0	29.2	50.0	14.6	30.0	26.0
Cafeteria	33.3	57.1	4.8	25.0	13.0	85.7	9.5	4.8	25.0	1.0
Number of Establishments										
5 or Less	6.6	67.0	18.7	25.0	26.0	34.0	50.6	9.9	30.0	12.0
6 to 15	10.1	65.8	20.3	25.0	12.0	41.8	38.0	13.9	30.0	6.0
16 to 30	3.9	69.2	15.4	30.0	26.0	50.0	34.6	7.7	24.0	0.0
31 and Over	14.6	63.4	17.1	25.0	26.0	51.2	34.2	12.2	25.0	12.0
Annual Sales Volume										
$1,000,000 to $1,499,999	5.0	66.7	23.3	25.0	13.0	30.0	55.0	13.3	40.0	41.0
$1,500,000 to $4,999,999	8.2	66.3	16.3	30.0	26.0	35.7	48.0	9.2	30.0	12.0
$5,000,000 to $14,999,999	8.5	68.3	14.6	20.0	18.5	37.8	46.3	8.5	20.0	4.0
$15,000,000 and Over	10.1	65.8	20.3	27.5	26.0	48.1	32.9	13.9	27.5	12.0
Number of Hourly Employees										
Less than 100	0.0	42.8	28.6	**	**	42.9	28.6	14.3	**	**
100 to 349	7.2	63.9	18.6	22.5	12.0	41.2	40.2	10.3	25.0	12.0
350 to 999	5.4	71.4	17.9	25.0	24.0	33.9	48.2	12.5	30.0	3.5
1,000 or More	11.3	69.8	15.1	30.0	30.0	54.7	32.1	7.6	30.0	12.0
Annual Payroll for Hourly Employees										
Less than $500,000	5.6	68.1	20.8	27.0	26.0	27.8	58.3	8.3	30.0	21.0
$500,000 to $1,499,999	7.2	70.1	14.4	25.0	12.0	34.0	49.5	10.3	25.0	12.0
$1,500,000 to $2,499,999	11.4	57.1	20.1	20.0	13.0	37.2	45.7	5.7	20.0	4.0
$2,500,000 and Over	10.4	69.8	14.6	30.0	26.0	50.0	35.4	9.4	30.0	12.0
Scope of Operation										
Local	6.9	67.5	17.6	25.0	26.0	32.5	50.5	10.6	30.0	12.0
One to Two States	9.5	63.5	20.6	30.0	25.0	46.0	44.4	4.8	30.0	12.0
Regional	8.3	69.4	19.4	23.0	12.0	41.7	41.7	11.1	22.5	0.5
U.S.	11.1	61.1	19.4	25.0	26.0	61.1	22.2	13.9	30.0	12.0
International	18.2	45.5	27.3	32.5	41.0	36.4	18.2	27.2	32.5	52.0
Foodservice Contractor	17.0	66.1	13.6	25.0	26.0	55.9	32.2	5.1	30.0	13.0
Franchise Operation	5.7	69.8	22.6	30.0	26.0	35.8	45.3	13.2	20.0	0.5

(n = 339)

* May not sum to 100% since non-respondents excluded from exhibit layout.
** Insufficient response.

Exhibit B-3
TIME OFF
Percent of Respondents Providing Funeral, Military Leave to Hourly Employees

	Funeral Leave*					Military Leave*				
				Minimum Eligibility					Minimum Eligibility	
	Paid	Unpaid	Not Provided	Hours Per Week	Weeks	Paid	Unpaid	Not Provided	Hours Per Week	Weeks
Total	29.8%	51.3%	12.1%	30.0	12.0	9.1%	64.0%	18.6%	24.0	12.0
Type of Restaurant										
Full-Menu Tableservice	25.1	54.5	12.8	24.5	12.0	4.7	66.8	21.4	18.0	12.0
Limited-Menu Tableservice	28.6	48.5	14.3	27.0	13.0	8.6	57.1	22.9	30.0	26.0
Limited-Menu No Tableservice	20.8	60.4	12.5	30.0	0.0	12.5	62.5	16.7	20.0	12.0
Cafeteria	66.7	33.3	0.0	25.0	0.5	19.0	76.2	4.8	23.0	0.0
Number of Establishments										
5 or Less	25.8	56.0	11.1	25.0	12.0	5.0	62.1	22.5	20.0	12.0
6 to 15	27.9	51.8	15.2	30.0	13.0	8.8	68.4	17.7	20.0	13.0
16 to 30	38.5	46.2	11.5	24.0	0.0	11.5	69.2	11.6	27.0	52.0
31 and Over	43.9	39.1	14.6	30.0	13.0	24.4	65.9	7.3	25.0	12.0
Annual Sales Volume										
$1,000,000 to $1,499,999	23.3	60.0	11.7	30.0	19.0	5.0	60.0	23.3	15.0	12.0
$1,500,000 to $4,999,999	25.5	54.1	13.3	25.0	12.0	6.1	65.3	21.4	25.0	12.0
$5,000,000 to $14,999,999	28.0	53.7	8.5	20.0	12.0	8.5	64.6	17.1	20.0	8.0
$15,000,000 and Over	39.2	43.1	15.2	30.0	13.0	17.7	65.8	12.7	25.0	12.0
Number of Hourly Employees										
Less than 100	14.3	42.9	14.3	**	**	0.0	28.6	42.9	**	**
100 to 349	32.0	45.4	13.4	20.0	12.0	8.3	59.8	21.6	20.0	0.5
350 to 999	30.4	53.6	12.5	30.0	12.0	8.9	69.6	17.9	30.0	12.0
1,000 or More	39.6	45.3	11.3	30.0	12.0	17.0	71.7	5.7	27.0	19.0
Annual Payroll for Hourly Employees										
Less than $500,000	22.2	65.3	5.6	30.0	26.0	4.2	65.3	19.4	20.0	12.0
$500,000 to $1,499,999	21.7	57.7	13.4	20.0	12.0	4.1	67.0	21.7	0.0	1.0
$1,500,000 to $2,499,999	37.1	45.7	5.8	20.0	8.0	14.3	57.1	17.2	20.0	7.5
$2,500,000 and Over	39.6	44.8	11.5	30.0	13.0	14.6	70.8	9.4	30.0	13.0
Scope of Operation										
Local	24.4	55.9	11.2	30.0	12.0	4.3	64.9	20.7	20.0	12.0
One to Two States	31.8	52.3	9.5	27.5	19.5	9.5	66.7	15.9	30.0	13.0
Regional	36.1	50.0	11.1	24.5	8.0	16.7	63.8	13.9	0.5	4.0
U.S.	44.4	36.1	16.7	30.0	12.0	22.2	63.9	11.1	27.0	13.0
International	36.4	27.3	27.3	32.5	52.0	18.1	45.5	27.3	32.5	52.0
Foodservice Contractor	52.5	32.2	11.9	25.0	13.0	17.0	54.1	17.0	23.0	12.0
Franchise Operation	26.4	58.5	13.2	30.0	26.0	7.6	67.9	20.8	30.0	24.0

(n = 339)

* May not sum to 100% since non-respondents excluded from exhibit layout.
** Insufficient response.

Exhibit B-4
TIME OFF
Of Respondents Offering Paid Vacation or Paid Sick Leave, Median Number Days Leave Earned By Hourly Employee Length of Service

	Paid Vacation						Paid Sick Leave					
	Median Days Earned by Length of Service						Median Days Earned by Length of Service					
	6 Months	1 Year	3 Years	5 Years	10 Years	20 Years	6 Months	1 Year	3 Years	5 Years	10 Years	20 Years
Total	0.0	5.0	10.0	14.0	15.0	15.0	0.0	5.0	6.0	6.0	6.0	6.0
Type of Restaurant												
Full-Menu Tableservice	0.0	5.0	10.0	14.0	15.0	15.0	0.0	5.0	5.0	6.0	6.0	6.0
Limited-Menu Tableservice	0.0	5.0	10.0	10.0	15.0	15.0	0.0	5.0	5.5	5.5	5.5	5.5
Limited-Menu No Tableservice	0.0	5.0	10.0	10.0	14.0	14.0	0.0	5.0	7.0	10.0	10.5	10.5
Cafeteria	0.0	5.0	10.0	10.0	15.0	20.0	4.0	6.0	6.0	6.0	6.0	6.0
Number of Establishments												
5 or Less	0.0	7.0	10.0	14.0	15.0	15.0	0.5	5.0	5.0	5.0	5.0	5.0
6 to 15	0.0	5.0	10.0	14.0	15.0	15.0	2.0	5.0	7.0	8.0	8.0	8.0
16 to 30	0.0	5.0	10.0	10.0	15.0	15.0	0.0	5.0	6.0	6.0	6.0	6.0
31 and Over	0.0	5.0	10.0	10.0	15.0	15.0	0.0	6.0	6.0	6.5	9.0	10.5
Annual Sales Volume												
$1,000,000 to $1,499,999	0.0	7.0	10.0	14.0	14.0	14.0	0.0	5.0	5.0	5.0	5.0	5.0
$1,500,000 to $4,999,999	0.0	6.0	10.0	14.0	15.0	15.0	0.0	5.0	6.0	6.0	6.0	6.0
$5,000,000 to $14,999,999	0.0	5.0	10.0	14.0	15.0	15.0	3.0	5.0	6.0	6.0	6.0	6.0
$15,000,000 and Over	0.0	5.0	10.0	10.0	15.0	15.0	0.0	6.0	6.0	6.0	6.0	6.0
Number of Hourly Employees												
Less than 100	**	**	**	**	**	**	**	**	**	**	**	**
100 to 349	0.0	5.0	10.0	14.0	15.0	15.0	2.0	5.5	6.0	6.0	6.0	6.0
350 to 999	0.0	5.0	10.0	10.0	15.0	15.0	0.0	5.0	6.0	6.0	6.0	6.0
1,000 or More	0.0	5.0	10.0	10.0	15.0	15.0	**	6.0	13.7	**	**	**
Annual Payroll for Hourly Employees												
Less than $500,000	0.0	7.0	10.0	14.0	14.0	14.0	1.0	5.0	5.0	5.0	5.0	5.0
$500,000 to $1,499,999	0.0	6.0	10.0	14.0	15.0	15.0	0.0	5.0	6.0	6.0	6.0	6.0
$1,500,000 to $2,499,999	0.0	5.0	10.0	14.0	15.0	17.5	1.5	7.0	7.0	7.0	7.0	7.0
$2,500,000 and Over	0.0	5.0	10.0	10.0	15.0	15.0	0.0	5.0	6.0	6.0	6.0	6.0
Scope of Operation												
Local	0.0	5.0	10.0	14.0	15.0	15.0	0.5	5.0	5.0	5.0	5.0	5.0
One to Two States	0.0	5.0	10.0	14.0	15.0	15.0	2.0	5.0	6.0	6.0	6.0	6.0
Regional	0.0	5.0	10.0	10.0	15.0	15.0	0.0	5.5	6.5	6.5	6.5	6.5
U.S.	0.0	5.0	10.0	14.0	15.0	15.0	0.0	5.0	8.5	8.5	12.0	13.5
International	0.0	5.0	10.0	10.0	15.0	15.0	0.0	6.0	6.0	6.0	6.0	6.0
Foodservice Contractor	0.0	5.0	10.0	10.0	15.0	20.0	0.0	5.0	6.5	7.0	7.0	7.0
Franchise Operation	0.0	5.0	10.0	10.0	14.0	14.5	2.0	5.0	6.0	6.0	6.0	6.0
	(n = 305)						(n = 94)					

** Insufficient response

Exhibit B-5
TIME OFF
Of Respondents Offering Paid Vacation Leave, Percent Who Allow Hourly Employees to Carry Over or Cash in Unused Vacation

	Percent Allowing*:			
	Carry-Over	Cash-In	Neither	Both
Total	8.5%	20.7%	59.0%	10.5%
Type of Restaurant				
Full-Menu Tableservice	3.7	20.8	63.5	10.4
Limited-Menu Tableservice	13.8	24.2	44.8	17.2
Limited-Menu No Tableservice	11.9	16.7	57.1	11.9
Cafeteria	35.0	10.0	45.0	10.0
Number of Establishments				
5 or Less	6.8	23.5	54.9	12.9
6 to 15	10.1	14.5	63.8	11.6
16 to 30	7.7	19.2	69.2	3.9
31 and Over	15.8	21.1	57.9	2.6
Annual Sales Volume				
$1,000,000 to $1,499,999	0.0	28.3	54.7	13.2
$1,500,000 to $4,999,999	12.9	20.0	51.8	15.3
$5,000,000 to $14,999,999	9.3	21.3	60.0	8.0
$15,000,000 and Over	9.5	17.6	68.9	2.7
Number of Hourly Employees				
Less than 100	0.0	0.0	83.3	0.0
100 to 349	10.0	20.0	56.7	13.3
350 to 999	14.9	17.0	57.5	8.5
1,000 or More	5.9	17.7	68.6	7.8
Annual Payroll for Hourly Employees				
Less than $500,000	3.1	30.8	50.8	13.8
$500,000 to $1,499,999	9.5	20.3	58.3	11.9
$1,500,000 to $2,499,999	9.1	18.2	63.6	9.1
$2,500,000 and Over	12.1	18.7	60.4	7.7
Scope of Operation				
Local	9.8	23.8	53.1	11.6
One to Two States	8.5	18.6	62.7	10.2
Regional	2.9	8.8	73.5	11.8
U.S.	6.1	24.2	63.6	6.1
International	20.0	20.0	50.0	10.0
Foodservice Contractor	17.3	21.2	53.9	3.8
Franchise Operation	8.0	18.0	70.0	4.0

(n = 305)

* May not sum to 100% since non-respondents excluded from exhibit layout.

Exhibit B-6
TIME OFF
Of Respondents Offering Paid Sick Leave, Percent Who Allow Hourly Employees to Carry Over or Cash In Unused Sick Leave

	Percent Allowing:*			
	Carry-Over	Cash-In	Neither	Both
Total	21.3%	7.4%	57.5%	5.3%
Type of Restaurant				
Full-Menu Tableservice	10.7	5.4	69.6	5.4
Limited-Menu Tableservice	11.1	11.1	55.6	11.1
Limited-Menu No Tableservice	44.4	11.1	33.3	0.0
Cafeteria	45.5	9.1	27.3	9.1
Number of Establishments				
5 or Less	8.3	8.3	68.8	4.2
6 to 15	47.6	4.8	33.3	9.5
16 to 30	12.5	25.0	50.0	0.0
31 and Over	28.6	0.0	64.3	0.0
Annual Sales Volume				
$1,000,000 to $1,499,999	0.0	12.5	62.5	12.5
$1,500,000 to $4,999,999	17.9	7.1	67.9	0.0
$5,000,000 to $14,999,999	21.1	10.5	57.9	5.3
$15,000,000 and Over	40.9	4.6	50.0	0.0
Number of Hourly Employees				
Less than 100	33.3	0.0	33.4	0.0
100 to 349	14.7	5.9	64.7	11.8
350 to 999	35.7	14.3	50.0	0.0
1,000 or More	35.7	0.0	57.2	7.1
Annual Payroll for Hourly Employees				
Less than $500,000	12.5	12.5	68.8	0.0
$500,000 to $1,499,999	16.7	4.2	66.7	4.1
$1,500,000 to $2,499,999	11.1	11.1	66.7	0.0
$2,500,000 and Over	30.0	10.0	46.7	10.0
Scope of Operation				
Local	18.8	8.3	58.3	6.3
One to Two States	27.8	5.6	55.6	0.0
Regional	27.3	0.0	54.6	0.0
U.S.	16.7	16.7	50.0	16.6
International	20.0	0.0	80.0	0.0
Foodservice Contractor	18.2	9.1	59.1	0.0
Franchise Operation	27.3	9.1	63.6	0.0

(n = 94)

* May not sum to 100% since non-respondents excluded from exhibit layout.

Exhibit B-7
TIME OFF
Median Number of Minutes of Formal Paid Rest Time Per Day and Number of Paid Holidays Per Year Provided to Hourly Employees by Respondents

	Median Number of Minutes of Formal Paid Rest Time Per Day	Median Number of Paid Holidays Per Year
Total	20.0	2.0
Type of Restaurant		
Full-Menu Tableservice	15.0	1.5
Limited-Menu Tableservice	15.0	2.0
Limited-Menu No Tableservice	15.0	2.0
Cafeteria	20.0	7.0
Number of Establishments		
5 or Less	20.0	2.0
6 to 15	15.0	2.0
16 to 30	15.0	2.0
31 and Over	20.0	2.0
Annual Sales Volume		
$1,000,000 to $1,499,999	30.0	2.0
$1,500,000 to $4,999,999	20.0	2.0
$5,000,000 to $14,999,999	15.0	2.0
$15,000,000 and Over	15.0	2.0
Number of Hourly Employees		
Less than 100	30.0	5.0
100 to 349	20.0	3.0
350 to 999	15.0	2.0
1,000 or More	15.0	2.0
Annual Payroll for Hourly Employees		
Less than $500,000	20.0	0.0
$500,000 to $1,499,999	20.0	2.0
$1,500,000 to $2,499,999	30.0	2.5
$2,500,000 and Over	15.0	3.0
Scope of Operation		
Local	20.0	2.0
One to Two States	15.0	2.0
Regional	15.0	2.0
U.S.	15.0	4.0
International	30.0	2.0
Foodservice Contractor	25.0	5.0
Franchise Operation	15.0	1.0
	(n = 304)	(n = 322)

Exhibit B-8
TIME OFF
Percent of Respondents Providing Flextime* to Hourly Employees

	Percent Providing Flextime
Total	32.4%
Type of Restaurant	
Full–Menu Tableservice	34.1
Limited–Menu Tableservice	31.4
Limited–Menu No Tableservice	41.7
Cafeteria	19.0
Number of Establishments	
5 or Less	35.2
6 to 15	25.3
16 to 30	42.3
31 and Over	34.2
Annual Sales Volume	
$1,000,000 to $1,499,999	45.0
$1,500,000 to $4,999,999	31.6
$5,000,000 to $14,999,999	25.6
$15,000,000 and Over	34.2
Number of Hourly Employees	
Less than 100	27.8
100 to 349	25.0
350 to 999	39.6
1,000 or More	38.1
Annual Payroll for Hourly Employees	
Less than $500,000	50.0
$500,000 to $1,499,999	24.7
$1,500,000 to $2,499,999	25.7
$2,500,000 and Over	32.3
Scope of Operation	
Local	33.0
One to Two States	25.4
Regional	47.2
U.S.	22.2
International	45.5
Foodservice Contractor	27.1
Franchise Operation	41.5

(n = 339)

* Where an employer allows hourly workers to arrange their own working hours.

SECTION C—FRINGE BENEFITS

The survey included a series of questions related to fringe benefits provided to hourly employees. Fringe benefit areas covered by the questionnaire included:

- Health Insurance
- Maternity/Paternity/Dependent Care Leave
- Child Care Benefits
- Group Life and Other Insurance
- Pension and Capital Accumulation Plans
- Other Benefits (such as educational assistance, credit union, etc.)
- Bonuses and Awards

Respondents were also asked to estimate their total annual cost of benefits for hourly employees. In addition, survey participants were requested to note changes made to their benefit programs in the past year and any anticipated changes during the next two years.

Health Insurance

Survey participants were requested to indicate if their company offered any of the following health insurance benefits to their hourly employees:

Medical/Surgical
Dental
Vision
Hearing
Prescription

Respondents were also asked to indicate if dependent coverage was offered in addition to individual coverage and to report specific eligibility requirements, such as hours worked per week and weeks with the company.

Medical/Surgical

Medical/surgical coverage was offered to hourly employees by more than eight out of 10 of the companies (84 percent).

Health Insurance

Rank	Type	Percent Offering Individual Coverage	To be Eligible: Hours Worked Per Week	To be Eligible: Weeks with Company
1	Medical/surgical	84%	30	13
2	Prescription	67	30	13
3	Dental	47	30	13
4-5	Vision	20	30	24
4-5	Hearing	20	30	18

Nearly all (93 percent) of respondents that offered individual medical/surgical coverage also offered dependent coverage. To be eligible for medical/surgical coverage from employers, hourly employees had to work a median 30 hours per week and have 13 weeks of service with the company.

Larger foodservice organizations were more likely to offer medical/surgical coverage to their non-exempt employees. Almost three out of four (73 percent) respondents with annual sales between $1 million and $1.5 million offered medical/surgical coverage compared with nine out of ten (90 percent) respondents with sales of $15 million and over.

For those companies that offered medical/surgical coverage, the median individual deductible was $200, and the median family deductible was $400. After the deductible was met by employees, the plan paid a median benefit of 80 percent, with a maximum benefit per individual of $1,000,000.

Respondents reported that the medical/surgical coverage offered included various cost containment measures. More than three out of four respondents stated their plan covered hospital preadmission testing (77 percent), second surgical opinions (77 percent) and outpatient surgery (83 percent). Roughly half of the plans offered included cost containment features regarding hospice care (50 percent) and home health care (48 percent).

Of the respondents that offered medical/surgical coverage, nearly seven out of 10 (69 percent) paid part of the individual's premium while more than one out of five (21 percent) paid the full premium. Only 5 percent of respondents stated that the employee paid the full premium for medical/surgical coverage. More than half of respondents (54 percent) that offered dependent coverage paid part of the premium for their hourly employees, with an additional 8 percent picking up the full premium for dependent medical/surgical coverage. One third (33 percent) did not contribute to the premium for dependent insurance.

Virtually all of the respondents (95 percent) offered the same medical/surgical coverage to all eligible hourly employees. Slightly more than one out

of three (35 percent) offered choices on the type of plan such as an HMO, and 14 percent offered employees a choice on deductibles.

Dental

Although a large proportion of responding companies offered medical/surgical coverage, dental coverage was less common. Still, almost half of the survey participants (47 percent) offered individual coverage dental plans to their hourly employees. Nearly all (95 percent) of those that did offer individual dental coverage also offered dental coverage for dependents. Employees had to work a median 30 hours per week for 13 weeks to be eligible for dental coverage—the same requirements to qualify for medical/surgical coverage.

Vision and Hearing

Vision and hearing plans were less likely to be offered to hourly employees. One out of five respondents (20 percent) reported that their company did so. A large proportion of those companies that did offer individual vision and hearing insurance also offered coverage for dependents—90 percent and 95 percent, respectively. To qualify, employees had to work a median of 30 hours per week with a median length of employment of 18 weeks for hearing coverage and 24 weeks for vision coverage.

Prescription

Prescription coverage was the second most commonly offered insurance plan for hourly employees after medical/surgical insurance. Two out of three responding companies (67 percent) offered a prescription plan to their hourly employees, and 94 percent of those that offered individual coverage also offered dependent coverage. To qualify for these prescription plans, employees had to work a median of 30 hours per week and be employed with the company for a median of 13 weeks.

Flexible Cafeteria Plan

More than one out of ten survey respondents (11 percent) provided employee benefits through a flexible benefit or cafeteria plan (where an employee may choose among a specified list of plans across benefit areas). Organizations with annual sales of $15 million and above were more likely to offer their employees this option than organizations with lower sales volumes.

Group Life and Other Insurance

Rank	Type	Percent Offering	To be Eligible: Hours Worked Per Week	To be Eligible: Weeks with Company
1	Life insurance	67%	30	24
2	Accidental death/dismemberment	52	30	18
3	Short-term disability	28	30	13
4	Long-term disability	21	30	26

Maternity/Paternity/ Dependent Care/Child Care Benefits

Of those companies indicating whether or not they provided hourly employees with maternity benefits, more than one out ten (13 percent) reported offering paid maternity leave. Almost two out of three (64 percent) offered unpaid leave with continuing health insurance coverage.

Median eligibility requirements for paid maternity leave were 30 hours worked per week and a year of service required with the company. Six weeks was the median number of weeks paid leave was provided. For unpaid leave with health insurance coverage, 24 weeks was the median length of service required with the company, with a median of 30 hours worked per week. Two months was the median length of time unpaid maternity leave with health insurance coverage was offered. Of those respondents offering paid or unpaid maternity leave to eligible hourly employees, two out of three (67 percent) offered extra maternity leave without pay.

On the topic of paternity leave, 14 percent of the respondents to this question provided paternity leave benefits. Of those respondents offering paternity leave, almost one out of four (23 percent) offered paid leave days.

Almost half of all respondents provided paid or unpaid leave, other than vacation days, for eligible hourly employees to care for sick children (48 percent), sick spouse (45 percent), and sick older family members (44 percent).

Regarding child care, eight respondents (2 percent) reported offering reimbursement for child care expenses. One percent indicated offering on or off-site child care facilities. The most commonly reported child care benefit was a referral service (4 percent).

Group Life and Other Insurance

The survey of benefits for hourly employees in foodservice included questions on life insurance, long- and short-term disability, and accidental death/dismemberment. Of these insurance benefits life insurance was the most popular. Two out of three respondents (67 percent) offered life insurance to their hourly employees. Median eligibility requirements were 30 hours worked per week and 24 weeks with the company. Not surprisingly, larger organizations were more likely to offer hourly employees life insurance.

After life insurance, accidental death/dismemberment coverage was the second most frequently offered type of insurance. More than half of the respondents (52 percent) offered this benefit. Median eligibility requirements were 30 hours worked per week and 18.5 weeks of service with the company. As with life insurance, larger organizations were more likely to offer their hourly employees accidental death/dismemberment coverage.

More than one out of four respondents (28 percent) reported their organization offered short-term disability coverage, and 21 percent offered long-term disability coverage.

On the topic of benefit plans that are self-insured, more than one-fourth of all companies self-insured their medical/surgical plans. Seventeen percent self-insured their dental and short-term disability insurance plans while 7 percent self-insured long-term disability.

Pension and Capital Accumulation Plans

Rank	Type	Percent Offering	To be Eligible	
			Hours Worked Per Week	Weeks with Company
1	Pension plan	25%	20	52
2	401(K)	24	24	52
3	Profit sharing	22	20	52
4	Employee stock ownership plan (ESOP)	3	20	52

Pension and Capital Accumulation Plans

The survey included a series of questions on pensions and capital accumulation plans provided to hourly employees. Survey participants were requested to indicate if their company offered any of the following plans to their hourly employees:

- Pension
- Employee Stock Ownership Plan (ESOP)
- 401(K)
- Profit Sharing

Respondents were also asked to indicate specific eligibility requirements, such as weeks with the company and hours worked per week.

One in four (25 percent) respondents offered a pension plan to their eligible hourly employees. Median eligibility requirements were 20 hours worked per week and a year of service with the company. Larger foodservice employers were more likely to offer their hourly employees a pension plan.

401(K) plans were the second most popular capital accumulation plan. Almost one in four respondents (24 percent) reported offering their hourly workers this benefit. Median eligibility requirements were 24 hours worked per week and a year of service with the company.

Of those respondents that offered a 401(K) plan, almost two out of three (65 percent) offered a matching company contribution. The median matching company contribution for each dollar an employee contributed was 50 cents.

Twenty-two percent of respondents offered their hourly workers a profit sharing plan. Median eligibility requirements were a year of service and 20 hours worked per week. Employee stock ownership plans (ESOP) were less prevalent, with 3 percent of respondents offering this benefit to their hourly workers.

Exhibit C-1
FRINGE BENEFITS: HEALTH INSURANCE — MEDICAL/SURGICAL, DENTAL
Percent of Respondents Offering Individual Coverage to Hourly Employees; Median Eligibility Requirements; and Dependent Coverage Option

	Medical/Surgical				Dental			
	Percent Providing Individual Coverage	Minimum Eligibility		Of Respondents Offering Individual Coverage, Percent Who Offer Dependent Coverage Option	Percent Providing Individual Coverage	Minimum Eligibility		Of Respondents Offering Individual Coverage, Percent Who Offer Dependent Coverage Option
		Hours Per Week	Weeks			Hours Per Week	Weeks	
Total	83.5%	30.0	13.0	93.4%	47.2%	30.0	13.0	95.0%
Type of Restaurant								
Full-Menu Tableservice	87.0	30.0	13.0	94.9	49.0	30.0	13.0	96.6
Limited-Menu Tableservice	73.5	30.0	26.0	83.3	38.7	30.0	26.0	75.0
Limited-Menu No Tableservice	72.3	30.0	24.0	88.2	35.7	30.0	24.0	93.3
Cafeteria	95.2	30.0	12.0	94.7	47.4	**	**	100.0
Number of Establishments								
5 or Less	83.9	30.0	12.0	90.5	48.5	30.0	12.0	90.7
6 to 15	77.9	30.0	19.0	96.4	42.5	30.0	26.0	100.0
16 to 30	92.0	30.0	13.0	100.0	47.6	30.0	18.0	100.0
31 and Over	90.2	30.0	26.0	94.6	55.3	29.0	26.0	100.0
Annual Sales Volume								
$1,000,000 to $1,499,999	72.8	30.0	12.0	90.2	46.3	30.0	12.0	87.5
$1,500,000 to $4,999,999	86.6	30.0	12.0	91.5	44.9	30.0	12.0	100.0
$5,000,000 to $14,999,999	81.3	30.0	13.0	96.8	40.3	30.0	18.5	96.4
$15,000,000 and Over	89.7	30.0	24.0	98.5	58.0	30.0	26.0	100.0
Number of Hourly Employees								
Less than 100	71.4	**	**	60.0	83.3	**	**	60.0
100 to 349	85.6	30.0	12.0	92.6	40.0	30.0	12.0	97.1
350 to 999	79.6	30.0	15.5	100.0	45.3	30.0	26.0	100.0
1,000 or More	94.2	30.0	26.0	97.9	56.5	30.0	24.0	100.0
Annual Payroll for Hourly Employees								
Less than $500,000	75.0	30.0	12.0	90.6	37.3	30.0	12.0	87.5
$500,000 to $1,499,999	87.5	30.0	12.0	92.7	51.1	30.0	12.0	100.0
$1,500,000 to $2,499,999	73.5	30.0	12.5	95.8	35.5	30.0	16.0	100.0
$2,500,000 and Over	91.5	30.0	24.0	97.6	59.0	30.0	26.0	98.0
Scope of Operation								
Local	82.6	30.0	12.0	91.2	47.6	30.0	13.0	90.8
One to Two States	84.1	30.0	13.0	98.1	45.9	30.0	12.0	100.0
Regional	91.7	30.0	25.0	96.9	36.4	30.0	26.0	100.0
U.S.	77.8	30.0	13.0	92.3	56.3	30.0	25.0	100.0
International	90.9	30.0	18.0	90.0	55.6	**	**	100.0
Foodservice Contractor	82.5	30.0	12.5	95.6	52.0	30.0	24.0	100.0
Franchise Operation	78.4	30.0	26.0	94.8	33.3	30.0	26.0	93.8
	(n = 334)				(n = 303)			

** Insufficient response

Exhibit C-2

FRINGE BENEFITS: HEALTH INSURANCE — VISION, HEARING, PRESCRIPTION

Percent of Respondents Offering Individual Coverage to Hourly Employees; Median Eligibility Requirements; and Dependent Coverage Option

	Vision				Hearing			
	Percent Providing Individual Coverage	Minimum Eligibility		Of Respondents Offering Individual Coverage, Percent Who Offer Dependent Coverage Option	Percent Providing Individual Coverage	Minimum Eligibility		Of Respondents Offering Individual Coverage, Percent Who Offer Dependent Coverage Option
		Hours Per Week	Weeks			Hours Per Week	Weeks	
Total	20.2%	30.0	24.0	89.8%	19.9%	30.0	18.0	94.6%
Type of Restaurant								
Full-Menu Tableservice	19.4	30.0	25.0	94.3	18.8	30.0	24.0	100.0
Limited-Menu Tableservice	26.7	**	**	62.5	26.7	30.0	26.0	57.1
Limited-Menu No Tableservice	4.8	**	**	100.0	11.9	**	**	100.0
Cafeteria	27.8	**	**	80.0	11.8	**	**	100.0
Number of Establishments								
5 or Less	25.5	30.0	19.0	89.7	24.5	30.0	13.0	91.7
6 to 15	12.5	**	**	88.9	15.5	29.0	23.0	100.0
16 to 30	20.0	**	**	75.0	5.3	**	**	100.0
31 and Over	13.5	**	**	100.0	16.7	**	**	100.0
Annual Sales Volume								
$1,000,000 to $1,499,999	27.5	**	12.0	85.7	23.5	**	12.0	91.7
$1,500,000 to $4,999,999	20.0	30.0	19.0	100.0	19.1	30.0	14.0	100.0
$5,000,000 to $14,999,999	21.4	30.0	25.0	100.0	26.1	30.0	22.0	100.0
$15,000,000 and Over	11.9	**	25.0	75.0	10.8	**	**	100.0
Number of Hourly Employees								
Less than 100	50.0	**	**	66.7	20.0	**	**	100.0
100 to 349	19.8	30.0	25.0	100.0	22.8	30.0	12.5	100.0
350 to 999	13.5	25.0	26.0	85.7	15.4	29.0	26.0	100.0
1,000 or More	13.3	**	**	83.3	9.3	**	**	100.0
Annual Payroll for Hourly Employees								
Less than $500,000	28.1	30.0	12.0	88.9	26.6	30.0	12.0	88.2
$500,000 to $1,499,999	19.3	30.0	24.0	100.0	22.0	30.0	19.0	100.0
$1,500,000 to $2,499,999	9.7	**	**	100.0	9.7	**	**	100.0
$2,500,000 and Over	18.8	30.0	26.0	86.7	18.2	30.0	26.0	100.0
Scope of Operation								
Local	23.9	30.0	24.0	89.5	22.9	30.0	14.0	91.4
One to Two States	12.1	**	**	100.0	19.6	30.0	13.0	100.0
Regional	21.2	**	**	85.7	18.8	**	**	100.0
U.S.	16.1	**	**	80.0	9.7	**	**	100.0
International	22.2	**	**	100.0	11.1	**	**	100.0
Foodservice Contractor	22.5	**	13.0	100.0	18.8	**	**	100.0
Franchise Operation	17.0	**	17.0	100.0	23.9	29.0	26.0	100.0
	(n = 292)				(n = 287)			

** Insufficient response.

Prescription			
Percent Providing Individual Coverage	Minimum Eligibility		Of Respondents Offering Individual Coverage, Percent Who Offer Dependent Coverage Option
	Hours Per Week	Weeks	
67.2%	30.0	13.0	93.5%
69.6	30.0	13.0	94.5
57.6	30.0	26.0	83.3
60.0	30.0	25.0	88.5
79.0	30.0	9.5	100.0
64.9	30.0	12.0	90.5
65.8	30.0	21.0	97.8
86.4	25.0	29.0	100.0
71.1	30.0	26.0	92.3
60.0	30.0	12.0	90.3
63.3	30.0	13.0	94.6
69.3	30.0	13.0	96.2
75.0	30.0	24.0	98.0
83.3	**	**	60.0
65.9	30.0	12.0	94.7
59.6	30.0	25.0	100.0
83.3	30.0	26.0	97.4
63.2	30.0	12.0	90.5
68.5	30.0	13.0	96.6
54.6	30.0	12.5	94.4
75.3	30.0	25.5	96.7
64.7	30.0	13.0	91.5
72.1	30.0	13.0	97.6
70.6	30.0	26.0	95.7
59.4	30.0	13.0	94.4
90.0	30.0	18.0	88.9
59.6	30.0	13.0	92.9
66.0	30.0	26.0	93.9

(n = 311)

Exhibit C-3
FRINGE BENEFITS: MEDICAL/SURGICAL COST CONTAINMENT FEATURES
Of Respondents Offering Medical/Surgical Coverage to Hourly Employees, Percent Whose Coverage Includes Various Cost Containment Features

	Medical/Surgical Coverage Includes Cost Containment Features Regarding:								
	Hospital Preadmission Testing			Second Surgical Opinions			Outpatient Surgery		
	Yes	No	Don't Know	Yes	No	Don't Know	Yes	No	Don't Know
Total	76.8%	11.8%	11.4%	76.6%	11.5%	11.9%	83.3%	8.2%	8.5%
Type of Restaurant									
Full-Menu Tableservice	76.6	10.8	12.6	76.9	10.4	12.7	85.1	6.3	8.6
Limited-Menu Tableservice	66.7	12.5	20.8	66.7	8.3	25.0	66.7	12.5	20.8
Limited-Menu No Tableservice	76.5	20.6	2.9	67.7	26.4	5.9	82.4	14.7	2.9
Cafeteria	84.2	15.8	0.0	89.5	10.5	0.0	84.2	15.8	0.0
Number of Establishments									
5 or Less	71.4	15.0	13.6	73.1	13.8	13.1	81.4	9.0	9.6
6 to 15	79.3	6.9	13.8	75.9	8.6	15.5	83.1	6.8	10.1
16 to 30	90.4	4.8	4.8	81.0	9.5	9.5	95.2	0.0	4.8
31 and Over	86.5	13.5	0.0	89.2	10.8	0.0	86.5	13.5	0.0
Annual Sales Volume									
$1,000,000 to $1,499,999	81.4	9.3	9.3	78.6	7.1	14.3	87.8	4.9	7.3
$1,500,000 to $4,999,999	67.1	14.6	18.3	67.1	15.9	17.0	76.8	12.2	11.0
$5,000,000 to $14,999,999	73.4	14.1	12.5	76.2	9.5	14.3	84.4	4.7	10.9
$15,000,000 and Over	88.2	7.4	4.4	88.2	8.8	3.0	89.7	7.4	2.9
Number of Hourly Employees									
Less than 100	100.0	0.0	0.0	75.0	25.0	0.0	75.0	0.0	25.0
100 to 349	71.3	15.0	13.7	71.3	15.0	13.7	82.5	7.5	10.0
350 to 999	85.4	7.3	7.3	90.2	4.9	4.9	90.5	4.8	4.7
1,000 or More	91.8	6.1	2.1	85.7	8.2	6.1	91.8	6.1	2.1
Annual Payroll for Hourly Employees									
Less than $500,000	74.1	14.8	11.1	73.6	11.3	15.1	82.7	7.7	9.6
$500,000 to $1,499,999	68.3	13.4	18.3	69.1	14.8	16.1	79.2	9.8	11.0
$1,500,000 to $2,499,999	70.8	16.7	12.5	79.2	8.3	12.5	87.5	4.2	8.3
2,500,000 and Over	86.9	8.3	4.8	84.5	8.3	7.2	86.9	8.3	4.8
Scope of Operation									
Local	75.2	11.0	13.8	74.8	11.2	14.0	81.9	6.9	11.2
One to Two States	73.6	15.1	11.3	73.6	13.2	13.2	81.2	9.4	9.4
Regional	87.8	6.1	6.1	87.8	6.1	6.1	84.9	12.1	3.0
U.S.	75.0	17.9	7.1	78.6	14.3	7.1	89.3	7.1	3.6
International	77.8	11.1	11.1	66.7	22.2	11.1	88.9	11.1	0.0
Foodservice Contractor	82.6	8.7	8.7	87.0	6.5	6.5	87.0	8.7	4.3
Franchise Operation	79.5	10.3	10.2	76.3	13.2	10.5	82.1	10.2	7.7
	(n = 271)			(n = 269)			(n = 270)		

Hospice Care			Home Health Care		
Yes	No	Don't Know	Yes	No	Don't Know
49.6%	20.2%	30.2%	47.9%	23.4%	28.7%
48.8	18.7	32.5	45.5	23.6	30.9
54.2	12.5	33.3	54.2	16.7	29.1
41.2	35.3	23.5	50.0	23.5	26.5
68.4	21.1	10.5	68.4	21.1	10.5
46.1	20.1	33.8	42.0	26.1	31.9
42.4	18.6	39.0	45.8	17.0	37.2
79.0	10.5	10.5	73.7	21.1	5.2
64.9	29.7	5.4	64.9	27.0	8.1
47.5	15.0	37.5	42.5	25.0	32.5
41.3	25.0	33.7	37.5	30.0	32.5
45.2	16.1	38.7	49.2	16.4	34.4
66.7	21.2	12.1	65.1	19.7	15.2
33.3	0.0	66.7	33.3	0.0	66.7
47.4	18.0	34.6	47.4	18.0	34.6
50.0	25.0	25.0	50.0	25.0	25.0
66.7	20.8	12.5	66.7	20.8	12.5
40.4	21.1	38.5	38.5	26.9	34.6
39.3	25.3	35.4	37.2	30.8	32.0
58.3	12.5	29.2	62.5	12.5	25.0
65.4	18.5	16.1	63.0	19.8	17.2
47.5	18.7	33.8	42.5	23.0	34.5
32.0	22.0	46.0	36.7	26.5	36.8
60.6	27.3	12.1	60.6	27.3	12.1
71.4	17.9	10.7	71.4	17.9	10.7
55.6	22.2	22.2	55.6	22.2	22.2
55.6	24.4	20.0	53.3	28.9	17.8
51.3	15.4	33.3	57.9	10.5	31.6
	(n = 262)			(n = 261)	

Exhibit C-4A
FRINGE BENEFITS: MEDICAL/SURGICAL PREMIUM PAYMENT METHOD

Of Respondents Offering Medical/Surgical Coverage to Hourly Employees, Percent of Employers Who Pay All, Part, or None of Premium for Individual Coverage

	Individual Coverage			Depends On Plan Employee Selects
	Employer Pays All	Employer Pays Part	Employer Pays None	
Total	20.9%	68.8%	4.8%	5.5%
Type of Restaurant				
Full-Menu Tableservice	20.0	70.3	4.6	5.1
Limited-Menu Tableservice	25.0	62.5	4.2	8.3
Limited-Menu No Tableservice	11.8	76.5	5.8	5.9
Cafeteria	20.0	70.0	10.0	0.0
Number of Establishments				
5 or Less	26.9	62.8	3.4	6.9
6 to 15	18.3	73.3	6.7	1.7
16 to 30	4.6	86.4	9.0	0.0
31 and Over	8.1	78.4	2.7	10.8
Annual Sales Volume				
$1,000,000 to $1,499,999	26.8	61.0	7.3	4.9
$1,500,000 to $4,999,999	24.7	64.2	6.2	4.9
$5,000,000 to $14,999,999	24.6	66.2	3.1	6.1
$15,000,000 and Over	13.0	78.3	2.9	5.8
Number of Hourly Employees				
Less than 100	0.0	100.0	0.0	0.0
100 to 349	20.7	67.1	6.1	6.1
350 to 999	23.3	74.4	2.3	0.0
1,000 or More	10.4	79.2	2.1	8.3
Annual Payroll for Hourly Employees				
Less than $500,000	26.9	59.6	5.8	7.7
$500,000 to $1,499,999	25.3	59.1	7.2	8.4
$1,500,000 to $2,499,999	20.0	80.0	0.0	0.0
$2,500,000 and Over	15.3	78.8	2.4	3.5
Scope of Operation				
Local	30.1	61.0	5.5	3.4
One to Two States	9.6	80.8	3.9	5.7
Regional	9.1	72.7	3.0	15.2
U.S.	14.3	75.0	3.6	7.1
International	10.0	80.0	10.0	0.0
Foodservice Contractor	26.1	60.8	4.4	8.7
Franchise Operation	17.5	77.5	0.0	5.0

(n = 272)

Exhibit C-4B
FRINGE BENEFITS: MEDICAL/SURGICAL PREMIUM PAYMENT METHOD

Of Respondents Offering Individual Medical/Surgical Coverage to Hourly Employees, Percent of Employers Who Pay All, Part, or None of Premiums for Dependent Coverage

	Dependent Coverage			Depends On
	Employer Pays All	Employer Pays Part	Employer Pays None	Plan Employee Selects
Total	7.6%	53.8%	33.1%	5.5%
Type of Restaurant				
Full-Menu Tableservice	8.7	49.0	38.5	3.7
Limited-Menu Tableservice	4.6	40.9	40.9	13.6
Limited-Menu No Tableservice	6.7	73.3	16.7	3.3
Cafeteria	5.3	79.0	15.7	0.0
Number of Establishments				
5 or Less	10.0	43.1	40.0	6.9
6 to 15	5.3	57.9	33.3	3.5
16 to 30	0.0	68.2	31.8	0.0
31 and Over	2.9	82.4	5.9	8.8
Annual Sales Volume				
$1,000,000 to $1,499,999	10.2	30.8	48.7	10.3
$1,500,000 to $4,999,999	9.9	54.9	33.8	1.4
$5,000,000 to $14,999,999	8.1	45.1	38.7	8.1
$15,000,000 and Over	4.5	69.7	19.7	6.1
Number of Hourly Employees				
Less than 100	0.0	0.0	100.0	0.0
100 to 349	8.1	51.4	33.8	6.7
350 to 999	11.6	48.8	37.2	2.4
1,000 or More	2.1	78.7	12.8	6.4
Annual Payroll for Hourly Employees				
Less than $500,000	10.4	35.4	45.8	8.4
$500,000 to $1,499,999	10.5	47.4	35.5	6.6
$1,500,000 to $2,499,999	8.3	50.0	37.5	4.2
$2,500,000 and Over	3.6	66.3	25.3	4.8
Scope of Operation				
Local	13.3	43.7	38.5	4.5
One to Two States	2.0	56.3	37.5	4.2
Regional	0.0	64.5	22.6	12.9
U.S.	0.0	76.9	15.4	7.7
International	0.0	75.0	25.0	0.0
Foodservice Contractor	4.8	52.4	33.3	9.5
Franchise Operation	0.0	60.5	34.2	5.3

(n = 251)

Exhibit C-5
FRINGE BENEFITS: MEDICAL/SURGICAL OPTIONS
Of Respondents Offering Medical/Surgical Coverage to Hourly Employees, Percent Whose Coverage Offers Choices on Deductibles and Types of Plan

	Employer Offers*:					
	Same Coverage to All Hourly Employees		Choices on Deductibles		Choices on Types of Plan**	
	Yes	No	Yes	No	Yes	No
Total	94.7%	4.8%	13.7%	85.9%	35.4%	62.5%
Type of Restaurant						
Full-Menu Tableservice	94.8	5.2	11.4	88.6	34.2	64.5
Limited-Menu Tableservice	92.0	4.0	25.0	70.0	40.9	54.6
Limited-Menu No Tableservice	100.0	0.0	6.7	93.3	16.7	83.3
Cafeteria	88.2	11.8	16.7	83.3	50.0	45.0
Number of Establishments						
5 or Less	95.9	3.5	9.2	90.0	31.7	64.2
6 to 15	91.1	8.9	11.5	88.5	36.4	63.6
16 to 30	100.0	0.0	15.0	85.0	40.9	59.1
31 and Over	91.7	8.3	31.4	68.6	48.5	51.5
Annual Sales Volume						
$1,000,000 to $1,499,999	92.8	4.8	18.0	79.5	30.8	59.0
$1,500,000 to $4,999,999	96.3	3.7	9.1	90.9	27.9	70.6
$5,000,000 to $14,999,999	95.1	4.9	7.4	92.6	35.7	64.3
$15,000,000 and Over	94.0	6.0	21.9	78.1	38.1	61.9
Number of Hourly Employees						
Less than 100	100.0	0.0	0.0	100.0	33.3	66.7
100 to 349	97.5	2.5	7.9	92.1	40.0	60.0
350 to 999	92.7	7.3	10.3	89.7	35.0	65.0
1,000 or More	91.5	8.5	26.1	73.9	34.8	65.2
Annual Payroll for Hourly Employees						
Less than $500,000	92.4	5.7	14.3	83.7	33.3	58.3
$500,000 to $1,499,999	98.8	1.2	7.5	92.5	31.4	67.2
$1,500,000 to $2,499,999	91.3	8.7	0.0	100.0	30.0	70.0
$2,500,000 and Over	93.8	6.2	20.5	79.5	38.0	62.0
Scope of Operation						
Local	95.1	4.2	11.5	87.7	33.3	62.7
One to Two States	96.1	3.9	9.3	90.7	41.3	58.7
Regional	100.0	0.0	6.7	93.3	29.0	71.0
U.S.	88.9	11.1	34.6	65.4	44.0	56.0
International	80.0	20.0	20.0	80.0	33.3	66.7
Foodservice Contractor	93.0	7.0	20.5	79.5	56.8	43.2
Franchise Operation	90.0	10.0	10.5	89.5	23.7	73.7

(n = 272)

* May not sum to 100% since non-respondents excluded from exhibit layout.
** Such as HMO.

Exhibit C-6
FRINGE BENEFITS: FLEXIBLE BENEFIT/CAFETERIA PLAN*
Percent of Respondents Offering Hourly Employees a Flexible Benefit or Cafeteria Plan

	Percent Offering	Percent Not Offering
Total	10.6%	89.4%
Type of Restaurant		
Full-Menu Tableservice	10.4	89.6
Limited-Menu Tableservice	6.5	93.5
Limited-Menu No Tableservice	4.7	95.3
Cafeteria	19.1	80.9
Number of Establishments		
5 or Less	10.2	89.8
6 to 15	6.9	93.1
16 to 30	16.7	83.3
31 and Over	15.4	84.6
Annual Sales Volume		
$1,000,000 to $1,499,999	5.7	94.3
$1,500,000 to $4,999,999	10.9	89.1
$5,000,000 to $14,999,999	9.3	90.7
$15,000,000 and Over	16.0	84.0
Number of Hourly Employees		
Less than 100	20.0	80.0
100 to 349	11.0	89.0
350 to 999	5.8	94.2
1,000 or More	21.2	78.8
Annual Payroll for Hourly Employees		
Less than $500,000	10.9	89.1
$500,000 to $1,499,999	7.7	92.3
$1,500,000 to $2,499,999	9.4	90.6
$2,500,000 and Over	14.1	85.9
Scope of Operation		
Local	9.4	90.6
One to Two States	5.1	94.9
Regional	20.6	79.4
U.S.	11.8	88.2
International	11.1	88.9
Foodservice Contractor	11.1	88.9
Franchise Operation	8.3	91.7

(n = 311)

* Where an employee may chose among a specified list of plans across benefit areas.

Exhibit C-7
FRINGE BENEFITS: MATERNITY LEAVE
Percent of Respondents Offering Hourly Employees Paid Leave, Unpaid Leave With and Without Health Insurance Coverage, and Median Eligibility Requirements

	Leave Paid By Employer					Unpaid Leave With Health Insurance Coverage				
			Minimum Eligibility					Minimum Eligibility		
	Percent Providing	Percent Not Providing	Hours Per Week	Weeks	Median Weeks Provided	Percent Providing	Percent Not Providing	Hours Per Week	Weeks	Median Weeks Provided
Total	12.5%	87.5%	30.0	52.0	6.0	64.4%	35.6%	30.0	24.0	8.0
Type of Restaurant										
Full-Menu Tableservice	10.9	89.1	31.0	52.0	6.0	64.4	35.6	30.0	24.0	8.0
Limited-Menu Tableservice	6.4	93.6	**	**	**	60.7	39.3	30.0	25.0	12.0
Limited-Menu No Tableservice	10.8	89.2	**	**	**	65.0	35.0	30.0	26.0	7.0
Cafeteria	33.3	66.7	**	**	**	77.8	2.2	30.0	12.0	12.0
Number of Establishments										
5 or Less	7.9	92.1	34.0	52.0	5.0	59.7	40.3	30.0	26.0	8.0
6 to 15	13.9	86.1	25.0	26.0	9.5	62.7	37.3	30.0	24.0	10.0
16 to 30	25.0	75.0	**	**	**	81.0	19.0	30.0	19.5	12.0
31 and Over	22.2	77.8	30.0	52.0	9.0	73.5	26.5	28.0	24.0	13.0
Annual Sales Volume										
$1,000,000 to $1,499,999	10.2	89.8	**	**	**	44.4	55.6	30.0	24.0	6.0
$1,500,000 to $4,999,999	6.0	94.0	**	**	**	61.5	38.5	30.0	26.0	8.0
$5,000,000 to $14,999,999	15.2	84.8	30.0	26.0	6.0	67.7	32.3	30.0	17.0	12.0
$15,000,000 and Over	18.8	81.2	30.0	52.0	9.0	76.3	23.7	30.0	26.0	12.0
Number of Hourly Employees										
Less than 100	16.7	83.3	**	**	**	50.0	50.0	**	**	**
100 to 349	14.8	85.2	30.0	52.0	3.0	67.5	32.5	30.0	13.0	12.0
350 to 999	11.8	88.2	**	**	**	64.4	35.6	30.0	26.0	12.0
1,000 or More	23.8	76.2	30.0	52.0	12.0	82.1	17.9	30.0	26.0	12.0
Annual Payroll for Hourly Employees										
Less than $500,000	10.9	89.1	**	**	**	44.1	55.9	30.0	26.0	6.0
$500,000 to $1,499,999	8.8	91.2	**	**	**	72.2	27.8	30.0	13.0	8.0
$1,500,000 to $2,499,999	14.8	85.2	**	**	**	57.7	42.3	30.0	13.0	12.0
$2,500,000 and Over	18.1	81.9	30.0	52.0	9.0	77.0	23.0	30.0	26.0	12.0
Scope of Operation										
Local	7.1	92.9	31.0	52.0	9.0	59.0	41.0	30.0	25.0	8.0
One to Two States	16.4	83.6	30.0	25.0	6.0	66.7	33.3	30.0	24.0	8.0
Regional	19.3	80.7	**	**	**	80.0	20.0	30.0	26.0	12.0
U.S.	22.6	77.4	**	**	**	65.4	34.6	30.0	25.0	10.0
International	33.3	66.7	**	**	**	85.7	14.3	**	**	**
Foodservice Contractor	15.9	84.1	30.0	39.0	4.0	58.7	41.3	30.0	13.0	9.0
Franchise Operation	14.9	85.1	32.0	39.0	4.0	63.6	36.4	30.0	26.0	6.0
			(n = 280)					(n = 264)		

** Insufficient data.

Unpaid Leave Without Health Insurance Coverage					
		Minimum Eligibility			
Percent Providing	Percent Not Providing	Hours Per Week	Weeks	Weeks Provided	Median Number of Hourly Employees Taking Paid or Unpaid Maternity Leave in the Past Year
50.9%	49.1%	30.0	16.5	12.0	2
50.7	49.3	30.0	26.0	12.0	2
51.6	48.4	30.0	20.0	15.0	1
47.1	52.9	**	**	**	4
57.1	42.9	27.5	8.5	12.0	5
50.0	50.0	30.0	12.0	12.0	1
50.0	50.0	30.0	26.0	11.0	4
56.2	43.8	**	**	**	15
48.3	51.7	**	**	**	29
46.7	53.3	**	**	**	0
47.0	53.0	30.0	20.0	11.0	2
54.4	45.6	30.0	12.0	12.5	4
52.9	47.1	30.0	24.0	12.5	10
25.0	75.0	**	**	**	1
50.8	48.2	30.0	12.0	12.0	2
51.2	48.8	30.0	19.0	12.5	6
50.0	50.0	**	**	**	20
45.5	54.5	**	**	**	0
50.0	50.0	16.0	30.0	12.0	2
59.1	40.9	**	**	**	5
54.8	45.2	13.0	30.0	12.0	9
51.2	48.8	30.0	20.0	12.0	1
52.3	47.7	30.0	19.0	9.0	3
43.5	56.5	**	**	**	12
52.0	48.0	**	**	**	13
66.7	33.3	**	**	**	4
54.3	45.7	**	**	**	2
48.7	51.3	**	**	**	4

(n = 232)

Exhibit C-8
FRINGE BENEFITS: MATERNITY LEAVE
Of Respondents Offering Paid or Unpaid Maternity Leave to Hourly Employees, Percent Offering Extra Leave Without Pay and Guaranteed Job Reinstatement

	Percent Offering Extra Leave Without Pay	Percent Offering Guaranteed Job Reinstatement
Total	66.6%	66.8%
Type of Restaurant		
Full-Menu Tableservice	71.7	68.2
Limited-Menu Tableservice	54.8	53.1
Limited-Menu No Tableservice	54.6	65.9
Cafeteria	75.0	70.0
Number of Establishments		
5 or Less	69.6	67.9
6 to 15	62.9	67.1
16 to 30	65.4	76.9
31 and Over	60.5	52.6
Annual Sales Volume		
$1,000,000 to $1,499,999	55.3	61.2
$1,500,000 to $4,999,999	72.2	67.7
$5,000,000 to $14,999,999	73.7	68.4
$15,000,000 and Over	66.2	64.8
Number of Hourly Employees		
Less than 100	0.0	66.7
100 to 349	77.4	65.6
350 to 999	63.3	70.0
1,000 or More	64.6	60.4
Annual Payroll for Hourly Employees		
Less than $500,000	54.1	65.6
$500,000 to $1,499,999	79.1	72.0
$1,500,000 to $2,499,999	64.5	58.1
$2,500,000 and Over	68.9	66.7
Scope of Operation		
Local	68.3	66.9
One to Two States	76.7	76.7
Regional	65.7	65.7
U.S.	54.8	58.1
International	50.0	70.0
Foodservice Contractor	60.8	68.0
Franchise Operation	59.2	68.0
	(n = 302)	(n = 307)

Exhibit C-9
FRINGE BENEFITS: DEPENDENT CARE BENEFITS
Percent of Respondents Providing Paid or Unpaid Leave, Other Than Vacation Days, to Care for Sick Children, Sick Spouse, or Sick Older Family Members

	Company Provides Leave To Care For:					
	Sick Children		Sick Spouse		Sick Older Family Members	
	Yes	No	Yes	No	Yes	No
Total	48.1%	51.9%	45.0%	55.0%	43.8%	56.2%
Type of Restaurant						
Full-Menu Tableservice	48.5	51.5	46.0	54.0	45.0	55.0
Limited-Menu Tableservice	35.3	64.7	32.4	67.6	32.3	67.7
Limited-Menu No Tableservice	46.8	53.2	42.6	57.4	40.4	59.6
Cafeteria	71.4	28.6	66.7	33.3	66.7	33.3
Number of Establishments						
5 or Less	49.1	50.9	45.6	54.4	43.9	56.1
6 to 15	48.0	52.0	42.5	57.5	42.5	57.5
16 to 30	61.5	38.5	61.5	38.5	57.7	42.3
31 and Over	31.7	68.3	31.7	68.3	31.7	68.3
Annual Sales Volume						
$1,000,000 to $1,499,999	41.2	58.8	37.3	62.7	37.3	62.7
$1,500,000 to $4,999,999	51.0	49.0	49.0	51.0	49.0	51.0
$5,000,000 to $14,999,999	54.4	45.6	50.6	49.4	46.8	53.2
$15,000,000 and Over	40.8	59.2	39.5	60.5	39.5	60.5
Number of Hourly Employees						
Less than 100	40.0	60.0	20.0	80.0	20.0	80.0
100 to 349	55.2	44.8	51.0	49.0	47.9	52.1
350 to 999	41.2	58.8	39.2	60.8	37.2	62.8
1,000 or More	47.2	52.8	47.2	52.8	47.2	52.8
Annual Payroll for Hourly Employees						
Less than $500,000	46.5	53.5	41.5	58.5	41.5	58.5
$500,000 to $1,499,999	56.2	43.8	52.1	47.9	50.0	50.0
$1,500,000 to $2,499,999	39.4	60.6	39.4	60.6	36.4	63.6
$2,500,000 and Over	46.7	53.3	44.6	55.4	43.5	56.5
Scope of Operation						
Local	50.3	49.7	45.1	54.9	43.4	56.6
One to Two States	50.0	50.0	50.0	50.0	48.3	51.7
Regional	57.1	42.9	57.1	42.9	57.1	42.9
U.S.	30.6	69.4	27.8	72.2	27.8	72.2
International	36.4	63.6	36.4	63.6	36.4	63.6
Foodservice Contractor	42.3	57.7	38.5	61.5	38.5	61.5
Franchise Operation	48.1	51.9	46.2	53.8	44.2	55.8

(n = 320)

Exhibit C-10
FRINGE BENEFITS: GROUP LIFE/OTHER INSURANCE
Percent of Respondents Providing Specific Insurance Benefits to Hourly Employees and Median Eligibility Requirements

	Life Insurance				Long-Term Disability			
			Minimum Eligibility				Minimum Eligibility	
	Percent Offering	Percent Not Offering	Hours Per Week	Weeks	Percent Offering	Percent Not Offering	Hours Per Week	Weeks
Total	66.8%	33.2%	30.0	24.0	21.1%	78.9%	30.0	26.0
Type of Restaurant								
Full-Menu Tableservice	67.5	32.5	30.0	18.0	20.4	79.6	30.0	24.0
Limited-Menu Tableservice	55.9	44.1	30.0	26.0	12.5	87.5	**	**
Limited-Menu No Tableservice	58.7	41.3	30.0	22.0	16.3	83.7	**	**
Cafeteria	85.7	14.3	30.0	12.5	30.0	70.0	**	**
Number of Establishments								
5 or Less	61.7	38.3	30.0	13.0	23.7	76.3	30.0	12.0
6 to 15	68.4	31.6	30.0	24.0	17.4	82.6	30.0	**
16 to 30	73.1	26.9	30.0	26.0	8.0	92.0	**	52.0
31 and Over	82.9	17.1	30.0	26.0	23.1	76.9	26.0	52.0
Annual Sales Volume								
$1,000,000 to $1,499,999	56.4	43.6	30.0	13.0	22.7	77.3	**	**
$1,500,000 to $4,999,999	61.5	38.5	30.0	15.5	24.1	75.9	30.0	12.0
$5,000,000 to $14,999,999	67.9	32.1	30.0	20.0	18.9	81.1	30.0	26.0
$15,000,000 and Over	79.5	20.5	18.0	26.0	20.6	79.4	28.0	26.0
Number of Hourly Employees								
Less than 100	60.0	40.0	**	**	0.0	100.0	**	**
100 to 349	64.6	35.4	30.0	12.0	21.2	78.8	30.0	13.0
350 to 999	66.7	33.3	30.0	26.0	11.5	88.5	30.0	13.0
1,000 or More	84.9	15.1	30.0	26.0	22.0	78.0	30.0	26.0
Annual Payroll for Hourly Employees								
Less than $500,000	56.5	43.5	30.0	26.0	20.7	79.3	33.5	19.0
$500,000 to $1,499,999	64.2	35.8	30.0	12.5	24.7	75.3	30.0	18.0
$1,500,000 to $2,499,999	55.9	44.1	30.0	13.0	16.7	83.3	**	**
$2,500,000 and Over	83.2	16.8	30.0	26.0	21.1	78.9	30.0	26.0
Scope of Operation								
Local	59.9	40.1	30.0	17.0	2.4	78.6	30.0	12.0
One to Two States	68.3	31.7	30.0	13.0	24.6	75.4	30.0	13.0
Regional	86.1	13.9	**	**	5.9	94.1	**	**
U.S.	77.8	22.2	30.0	26.0	21.2	78.8	26.0	52.0
International	72.7	27.3	30.0	24.0	36.4	63.6	**	**
Foodservice Contractor	73.2	26.8	30.0	13.0	19.2	80.2	25.0	12.5
Franchise Operation	60.4	39.6	**	**	19.6	80.4	30.0	26.0
	(n = 328)				(n = 294)			

** Insufficient response.

Short-Term Disability				Accidental Death/Dismemberment			
		Minimum Eligibility				Minimum Eligibility	
Percent Offering	Percent Not Offering	Hours Per Week	Weeks	Percent Offering	Percent Not Offering	Hours Per Week	Weeks
28.3%	71.7%	30.0	13.0	51.5%	48.5%	30.0	18.5
26.4	73.6	30.0	13.0	53.4	46.6	30.0	13.0
15.6	84.4	**	**	40.6	59.4	30.0	26.0
22.2	77.8	32.0	26.0	40.0	60.0	30.0	24.0
52.6	47.4	25.0	6.0	73.7	26.3	30.0	12.5
28.0	72.0	30.0	12.0	46.9	53.1	30.0	12.5
26.8	73.2	30.0	13.0	50.7	49.3	30.0	22.0
24.0	76.0	**	**	61.5	38.5	30.0	26.0
31.6	68.4	26.0	26.0	63.4	36.6	30.0	26.0
30.6	69.4	30.0	13.0	34.8	65.2	30.0	12.0
29.9	70.1	30.0	12.0	51.7	48.3	30.0	18.5
21.6	78.4	30.0	12.0	48.1	51.9	30.0	13.9
27.4	72.6	26.0	26.0	64.9	35.1	30.0	24.0
40.0	60.0	**	**	25.0	75.0	**	**
33.7	66.3	25.0	52.0	53.9	46.1	30.0	12.5
22.6	77.4	30.0	13.0	44.2	55.8	30.0	21.0
26.5	73.5	30.0	26.0	67.9	32.1	30.0	26.0
24.2	75.8	34.5	26.0	34.4	65.6	31.0	12.0
29.1	70.9	30.0	12.0	52.8	47.2	30.0	13.0
23.3	76.7	**	**	46.9	53.1	30.0	13.0
31.5	68.5	30.0	14.0	64.1	35.9	30.0	25.0
28.6	71.4	30.0	12.0	44.5	55.5	30.0	13.0
35.1	64.9	30.0	12.0	58.3	41.7	30.0	13.0
12.1	87.9	**	**	65.7	34.3	30.0	26.0
24.2	75.8	26.0	39.0	55.9	44.1	30.0	18.5
45.5	54.5	**	**	63.6	36.4	**	**
45.1	54.9	30.0	12.0	59.2	40.8	30.0	13.0
21.6	78.4	30.0	26.0	46.2	53.8	30.0	26.0
	(n = 300)				(n = 309)		

Exhibit C-11
FRINGE BENEFITS: GROUP LIFE INSURANCE
Type of Coverage Provided By Respondents Offering Life Insurance Benefits to Hourly Employees

		Amount Determined By:		
	Multiple Of Annual Earnings	Employee Grade	Combination	Other
Total	24.2%	18.4%	56.5%	0.1%
Type of Restaurant				
Full-Menu Tableservice	23.4	16.4	59.4	0.8
Limited-Menu Tableservice	11.1	22.2	66.7	0.0
Limited-Menu No Tableservice	28.0	28.0	44.0	0.0
Cafeteria	33.3	22.2	38.9	5.6
Number of Establishments				
5 or Less	22.5	17.4	60.1	0.0
6 to 15	21.6	25.5	52.9	0.0
16 to 30	36.8	5.3	57.9	0.0
31 and Over	21.2	21.2	54.6	3.0
Annual Sales Volume				
$1,000,000 to $1,499,999	7.1	25.0	67.9	0.0
$1,500,000 to $4,999,999	24.5	15.1	58.5	1.9
$5,000,000 to $14,999,999	30.2	18.9	50.9	0.0
$15,000,000 and Over	29.5	16.4	52.5	1.6
Number of Hourly Employees				
Less than 100	0.0	33.3	66.7	0.0
100 to 349	28.3	18.3	53.4	0.0
350 to 999	25.0	19.4	55.6	0.0
1,000 or More	24.4	15.6	57.8	2.2
Annual Payroll for Hourly Employees				
Less than $500,000	12.5	21.9	65.6	0.0
$500,000 to $1,499,999	27.1	13.6	57.6	1.7
$1,500,000 to $2,499,999	22.2	22.2	55.6	0.0
$2,500,000 and Over	26.9	16.7	55.1	1.3
Scope of Operation				
Local	27.8	18.6	52.6	1.0
One to Two States	19.1	28.6	52.3	0.0
Regional	23.3	10.0	66.7	0.0
U.S.	25.9	14.8	55.6	3.7
International	12.5	12.5	75.0	0.0
Foodservice Contractor	12.5	17.5	67.5	2.5
Franchise Operation	30.0	6.7	63.3	0.0

(n = 207)

Exhibit C-12
FRINGE BENEFITS: PLANS THAT ARE SELF INSURED
Percent of Respondents that Self-Insure Coverage Provided to Hourly Employees

	Life Insurance	Short-Term Disability	Long-Term Disability	Medical/ Surgical	Dental
Total	13.9%	17.1%	7.4%	26.2%	17.4%
Type of Restaurant					
Full-Menu Tableservice	12.3	13.7	6.2	22.8	16.1
Limited-Menu Tableservice	11.4	14.3	2.9	25.7	17.1
Limited-Menu No Tableservice	18.8	22.9	8.3	29.2	16.7
Cafeteria	23.8	33.3	28.6	52.4	33.3
Number of Establishments					
5 or Less	9.3	12.1	5.5	15.9	11.0
6 to 15	16.5	13.9	6.3	21.5	12.7
16 to 30	30.8	23.1	11.5	57.7	26.9
31 and Over	17.1	43.9	17.1	63.4	51.2
Annual Sales Volume					
$1,000,000 to $1,499,999	11.7	8.3	6.7	16.7	10.0
$1,500,000 to $4,999,999	11.2	16.3	5.1	17.4	11.2
$5,000,000 to $14,999,999	8.5	9.8	4.9	12.2	8.5
$15,000,000 and Over	22.8	30.4	8.9	54.4	39.2
Number of Hourly Employees					
Less than 100	28.6	28.6	0.0	42.9	42.9
100 to 349	10.3	15.5	6.2	16.5	9.3
350 to 999	10.7	10.7	5.4	23.2	8.9
1,000 or More	24.5	41.5	13.2	67.9	54.7
Annual Payroll for Hourly Employees					
Less Than $500,000	15.3	12.5	6.9	18.1	9.7
$500,000 to $1,499,999	11.3	11.3	7.2	18.6	12.4
$1,500,000 to $2,499,999	5.7	14.3	0.0	2.9	0.0
$2,500,000 and Over	15.6	27.1	9.4	45.8	34.4
Scope of Operation					
Local	10.1	10.1	5.3	17.6	11.2
One to Two States	15.9	15.9	4.8	17.5	14.3
Regional	19.4	19.4	11.1	38.9	11.1
U.S.	22.2	22.2	11.1	58.3	52.8
International	18.2	18.2	27.3	63.6	36.4
Foodservice Contractor	8.5	20.3	10.2	35.6	22.0
Franchise Operation	15.1	18.9	5.7	24.5	15.1

(n = 339)

Exhibit C-13
FRINGE BENEFITS: PENSION AND CAPITAL ACCUMULATION PLANS
Percent of Respondents Providing Specific Pension and Capital Accumulation Plans to Hourly Employees and Median Eligibility Requirements

	Pension Plan				Employee Stock Ownership Plan			
			Minimum Eligibility				Minimum Eligibility	
	Percent Offering	Percent Not Offering	Hours Per Week	Weeks	Percent Offering	Percent Not Offering	Hours Per Week	Weeks
Total	25.3%	74.7%	20.0	52.0	2.5%	97.5%	20.0	52.0
Type of Restaurant								
Full-Menu Tableservice	24.9	75.1	20.0	52.0	2.3	97.7	**	**
Limited-Menu Tableservice	18.8	81.2	**	**	3.3	96.7	**	**
Limited-Menu No Tableservice	25.6	74.4	20.0	52.0	0.0	100.0	**	**
Cafeteria	31.6	68.4	**	**	0.0	100.0	**	**
Number of Establishments								
5 or Less	24.7	75.3	22.5	52.0	0.7	99.3	**	**
6 to 15	14.7	85.3	21.0	52.0	1.4	98.6	**	**
16 to 30	18.2	81.8	**	**	0.0	100.0	**	**
31 and Over	46.2	53.8	20.0	52.0	12.8	87.2	**	**
Annual Sales Volume								
$1,000,000 to $1,499,999	20.4	79.6	35.0	52.0	1.9	98.1	**	**
$1,500,000 to $4,999,999	26.7	73.3	20.0	52.0	0.0	100.0	**	**
$5,000,000 to $14,999,999	21.1	78.9	21.0	52.0	1.5	98.5	**	**
$15,000,000 and Over	33.8	66.2	20.0	52.0	7.0	93.0	**	**
Number of Hourly Employees								
Less than 100	16.7	83.3	**	**	0.0	100.0	**	**
100 to 349	25.0	75.0	20.0	52.0	2.6	97.4	**	**
350 to 999	18.4	81.6	25.0	52.0	0.0	100.0	**	**
1,000 or More	37.5	62.5	20.0	52.0	8.3	91.7	**	**
Annual Payroll for Hourly Employees								
Less than $500,000	16.7	83.3	30.0	52.0	0.0	100.0	**	**
$500,000 to $1,499,999	25.3	74.7	20.0	52.0	2.7	97.3	**	**
$1,500,000 to $2,499,999	13.8	86.2	**	**	3.4	96.6	**	**
$2,500,000 and Over	33.7	66.3	20.0	52.0	4.7	95.3	**	**
Scope of Operation								
Local	24.8	75.2	20.0	52.0	0.0	100.0	**	**
One to Two States	16.7	83.3	21.0	52.0	3.7	96.3	**	**
Regional	18.2	81.8	20.0	52.0	6.1	93.9	**	**
U.S.	39.4	60.6	24.0	52.0	3.0	97.0	**	**
International	54.5	45.5	**	**	18.2	81.8	**	**
Foodservice Contractor	30.6	69.4	20.0	52.0	7.7	92.3	**	**
Franchise Operation	7.8	92.2	**	**	0.0	100.0	**	**
	(n = 296)				(n = 284)			

** Insufficient response

401K				Profit Sharing			
		Minimum Eligibility				Minimum Eligibility	
Percent Offering	Percent Not Offering	Hours Per Week	Weeks	Percent Offering	Percent Not Offering	Hours Per Week	Weeks
23.6%	76.4%	24.0	52.0	21.9%	78.1%	20.0	52.0
20.0	80.0	28.0	52.0	22.3	77.7	20.0	52.0
13.3	86.7	**	**	16.7	83.3	**	**
24.4	75.6	20.0	52.0	28.9	71.1	20.0	52.0
50.0	50.0	25.0	52.0	16.7	83.3	**	**
19.6	80.4	26.0	52.0	15.0	85.0	20.0	52.0
12.9	87.1	20.0	52.0	25.0	75.0	20.0	52.0
29.2	70.8	**	**	45.6	54.6	20.0	52.0
51.3	48.7	20.0	52.0	20.0	80.0	**	**
11.5	88.5	**	**	10.0	90.0	**	**
17.3	82.7	20.0	52.0	18.3	81.7	20.0	52.0
25.4	74.6	30.0	52.0	31.0	69.0	20.0	52.0
38.9	61.1	20.0	52.0	27.9	72.1	20.0	52.0
0.0	100.0	**	**	0.0	100.0	**	**
28.1	71.9	25.0	52.0	23.1	76.9	20.0	52.0
20.0	80.0	20.0	52.0	30.0	70.0	30.0	52.0
40.8	59.2	20.0	52.0	28.6	71.4	20.0	52.0
14.1	85.9	35.0	52.0	11.1	88.9	**	**
22.5	77.5	22.5	52.0	22.8	77.2	20.0	52.0
16.7	83.3	**	**	35.5	64.5	20.0	52.0
40.0	60.0	20.0	52.0	29.0	71.0	30.0	52.0
18.7	81.3	20.0	52.0	20.0	80.0	20.0	52.0
16.4	83.6	**	**	23.6	76.4	20.0	52.0
44.1	55.9	20.0	52.0	30.3	69.7	20.0	52.0
36.4	63.6	20.0	52.0	10.7	89.3	**	**
10.0	90.0	**	**	50.0	50.0	**	**
35.3	64.7	52.0	52.0	20.5	79.5	25.0	52.0
15.6	80.4	52.0	52.0	24.5	75.5	25.0	50.0
(n = 292)				(n = 278)			

Exhibit C-14

FRINGE BENEFITS: 401(K) MATCHING COMPANY CONTRIBUTION

Of Respondents Offering a 401(K) to Hourly Employees, Percent Who Offer a Matching Company Contribution and Median Amount of Matching Company Contribution

	Of Respondents Offering a 401(K) Percent Offering a Matching Company Contribution	Median Amount of Matching Company Contribution for Each Dollar Employee Contributes
Total	65.2%	30.0¢
Type of Restaurant		
Full-Menu Tableservice	68.6	25.0
Limited-Menu Tableservice	50.0	**
Limited-Menu No Tableservice	81.8	33.0
Cafeteria	50.0	**
Number of Establishments		
5 or Less	63.3	37.5
6 to 15	77.8	**
16 to 30	57.1	**
31 and Over	65.0	30.0
Annual Sales Volume		
$1,000,000 to $1,499,999	100.0	**
$1,500,000 to $4,999,999	64.3	37.5
$5,000,000 to $14,999,999	55.6	50.0
$15,000,000 and Over	64.3	27.5
Scope of Operation		
Local	55.2	25.0
One to Two States	100.0	25.0
Regional	66.7	50.0
U.S.	58.3	**
International	100.0	**

(n = 69)

** Insufficient response.

SECTION D—OTHER BENEFITS

Survey participants were requested to indicate if their company offered any of the following benefits to their hourly employees:

- Educational assistance
- Parking
- Subsidized commuting
- Legal services
- Credit union
- Employee assistance programs

Respondents were also asked to indicate specific eligibility requirements. Among these benefits, parking was most frequently offered. Nearly half of the respondents (47 percent) reported that parking was offered to hourly employees with a 'one-week' tenure and 12 hours worked per week being the median eligibility requirements.

Educational assistance was offered by more than one out of three respondents (36 percent). Employees could receive educational assistance provided they had a median of 26 weeks of service with the company and worked 30 hours per week. Of those that offered educational assistance, 63 percent of respondents reimbursed only for training and educational courses related to the employee's job. Conversely, over one out of three (38 percent) respondents offered educational reimbursement for training and educational expenses which were not related to their job.

Of those respondents offering educational assistance, almost two out of three (64 percent) reimbursed 100 percent of tuition, and 24 percent reimbursed between 50 percent and 99 percent of tuition costs. More than one out of four (26 percent) reimbursed employees for all or part of book expenses and 14 percent reimbursed associated travel expenses.

Approximately one out of four respondents (26 percent) offered a credit union and employee assistance programs (24 percent) such as for alcoholism and drug abuse problems. Few companies offered their hourly employees legal services (3 percent) as a benefit or subsidized their commuting expenses (3 percent) such as offering a transportation allowance or van-pools. Organizations with subsidized commuting benefits offered it immediately upon employment with a median eligibility requirement of 20 hours worked per week.

Other Benefits

Rank	Type	Percent Offering	To be Eligible: Hours Worked Per Week	To be Eligible: Weeks with Company
1	Parking	47%	12	1
2	Educational assistance	36	30	26
3	Credit union	26	30	6
4	Employee assistance programs	24	30	22
5-6	Subsidized commuting	3	20	0
5-6	Legal services	3	31	26

Bonuses and Awards

The survey included a question on bonuses and awards offered to hourly employees. Study participants were requested to indicate if their company offered any of the following:

- Performance based bonus
- Christmas bonus
- Service awards
- Suggestion awards

Service awards were the most popular—50 percent of all survey participants reported offering this award to hourly employees. The Christmas bonus was the next most popular form of recognition, with more than four out of ten survey participants (44 percent) offering this seasonal gift. A bonus based on performance was offered by 38 percent of the respondents, and suggestion awards were used by one out of three (32 percent) companies.

Cost of Benefits

Survey respondents were asked to estimate their company's total annual (or fiscal year) cost of mandated and voluntary benefits for hourly employees. Mandated benefit costs include Social Security, workers' compensation, unemployment compensation and other mandated expenses.

One helpful financial tool in examining benefit costs is the ratio of the total cost of benefits to the total cost of payroll. For survey respondents providing both benefit and payroll figures for hourly employees, median benefit costs were 18 percent of payroll costs. Foodservice contractor

Bonuses and Awards

Rank	Type	Percent Offering
1	Service awards	50%
2	Christmas bonus	44
3	Performance based bonus	38
4	Suggestion awards	32

respondents reported a median cost of benefits as a percent of payroll of 19.9 percent, while franchise operators posted a lower ratio of 15.7 percent.

Benefit Satisfaction

The survey contained two questions relating to satisfaction with the overall benefits available to hourly employees.

The first inquiry dealt with how satisfied the respondent was with the benefits available to their company's hourly employees. Over one out of five survey respondents (22 percent) was very satisfied with their hourly workers' benefit package, and an additional 40 percent were somewhat satisfied.

Consequently, almost two out of three survey respondents (62 percent) were either somewhat or very satisfied with the overall benefits available to their company's hourly employees. Seventeen percent were neither satisfied nor dissatisfied while 13 percent were somewhat dissatisfied. Only 3 percent of survey respondents were very dissatisfied with the overall benefits available to their company's hourly employees.

The survey also asked respondents to indicate how satisfied they perceived their company's hourly employees to be with the overall benefits available. Fifteen percent of the respondents believed their hourly employees were very satisfied with their overall benefit package with an additional 38 percent reporting their hourly employees were somewhat satisfied.

Therefore, 53 percent of the survey respondents believed that their hourly employees were very or somewhat satisfied with their overall benefits. Seventeen percent felt their hourly employees were neither satisfied nor dissatisfied with their overall benefits, and 16 percent believed their hourly workers were somewhat dissatisfied. Just three percent of the survey respondents believed their hourly employees were very dissatisfied. Five percent indicated they had no basis to judge.

Exhibit D-1
OTHER BENEFITS
Percent of Respondents Offering Benefits to Hourly Employees

Benefit	Percent Offering	Percent Not Offering	Minimum Eligibility	
			Hours Per Week	Weeks
Educational Assistance	35.6%	64.4%	30.0	26.0
Parking	47.0	53.0	12.0	1.0
Subsidized Commuting	2.9	97.1	20.0	0.0
Legal Services	2.6	97.4	31.0	26.0
Credit Union	25.9	74.1	30.0	6.0
Employee Assistance Programs	24.3	75.7	30.0	22.0

(n = 339)

Exhibit D-2
OTHER BENEFITS: EDUCATIONAL ASSISTANCE
Of Respondents Offering Educational Assistance to Hourly Employees, Percent Who Reimburse Only for Courses Related to Employees Job

	Percent Reimbursing Only for Courses Related to Job	Percent Reimbursing for All Courses
Total	62.4%	37.6%
Type of Restaurant		
Full-Menu Tableservice	61.1	38.9
Limited-Menu Tableservice	47.6	52.4
Limited-Menu No Tableservice	52.0	48.0
Cafeteria	92.3	7.7
Number of Establishments		
5 or Less	66.0	34.0
6 to 15	45.5	54.5
16 to 30	85.7	14.3
31 and Over	73.7	26.3
Annual Sales Volume		
$1,000,000 to $1,499,999	66.7	33.3
$1,500,000 to $4,999,999	58.0	42.0
$5,000,000 to $14,999,999	60.4	39.6
$15,000,000 and Over	71.0	29.0
Number of Hourly Employees		
Less than 100	0.0	100.0
100 to 349	58.7	41.3
350 to 999	62.5	37.5
1,000 or More	80.0	20.0
Annual Payroll for Hourly Employees		
Less than $500,000	68.9	31.1
$500,000 to $1,499,999	55.0	45.0
$1,500,000 to $2,499,999	50.0	50.0
$2,500,000 and Over	75.6	24.4
	45.0	55.0
Scope of Operation		
Local	61.2	38.8
One to Two States	66.7	33.3
Regional	60.0	40.0
U.S.	62.5	37.5
International	75.0	25.0
Foodservice Contractor	71.0	29.0
Franchise Operation	48.3	51.7

(n = 170)

Exhibit D-3
COST OF BENEFITS AS A PERCENTAGE OF PAYROLL

For Respondents Providing Total Annual Cost of Benefits for Hourly Employees and Total Annual Payroll for Hourly Employees, Cost of Benefits as a Percentage of Payroll

Total	18.0%
Type of Restaurant	
Full-Menu Tableservice	18.1
Limited-Menu Tableservice	15.5
Limited-Menu No Tableservice	15.4
Cafeteria	20.8
Number of Establishments	
5 or Less	18.1
6 to 15	17.0
16 to 30	20.8
31 and Over	17.7
Annual Sales Volume	
$1,000,000 to $1,499,999	20.9
$1,500,000 to $4,999,999	18.1
$5,000,000 to $14,999,999	16.2
$15,000,000 and Over	19.0
Number of Hourly Employees	
Less than 100	**
100 to 349	16.7
350 to 999	16.9
1,000 or More	18.2
Annual Payroll for Hourly Employees	
Less than $500,000	19.9
$500,000 to $1,499,999	17.8
$1,500,000 to $2,499,999	15.3
$2,500,000 and Over	18.0
Scope of Operation	
Local	18.1
One to Two States	16.8
Regional	17.2
U.S.	19.6
International	21.4
Foodservice Contractor	19.9
Franchise Operation	15.7

(n = 223)

CHANGES IN BENEFIT PROGRAMS

Last Year

One third of survey respondents (33 percent) indicated their companies had made significant changes to their benefit programs in the last year. The most frequently mentioned change was switching health insurance carriers, followed by increasing the employee contribution. Adding a 401(K) capital accumulation plan was the third most frequently mentioned change. The list reflects foodservice employers' efforts to deal with higher health insurance and benefit costs while attempting to upgrade benefit offerings in order to retain and attract hourly workers.

Benefit Program Changes in the Last Year

Rank

1. Change health insurance carrier
2. Increase employee contribution
3. Add 401(K)
4.5. Increase eligibility requirements
4.5. Increase deductible levels
6. Add/improve vacation
7. Upgrade health insurance offerings
8. Add employee assistance programs
9.10. Offer HMO choice
9.10. Improve/place pension plan

Next Two Years

Almost one third of survey respondents (31 percent) reported their companies were planning significant changes in their benefit programs over the next two years. The most frequently mentioned future change was instituting a flexible benefit or cafeteria plan—where an employee may choose among a list of options across benefit areas. Instituting a child care allowance or referral system was also a change many respondents were considering. This reflects the growing attention foodservice operators are giving this issue. Other future changes involved dealing with escalating health insurance costs as well as adding and upgrading benefit offerings.

Benefit Program Changes During Next Two Years

Rank

1. Institute a cafeteria plan
2.5. Add a 401(K) plan
2.5. Offer childcare allowance/referral system
4.5. Review organization's health insurance plan
4.5. Increase health insurance deductible

Other

- Offer Employee Stock Ownership Plan (ESOP)
- Self-insure
- Change insurance carriers
- Add pension plan
- Add employee assistance programs
- Add disability insurance
- Add dental insurance
- Explore offering health insurance
- Offer credit union
- Examine HMO option

Noteworthy Voluntary Benefits

Survey respondents were allowed the opportunity to indicate any benefits their companies provided on a voluntary basis that they considered especially noteworthy. More than 22 percent of survey participants elected to describe a noteworthy voluntary benefit. Parties, such as a company annual event or at Christmas, were most frequently mentioned as well as food related benefits. Food benefits in addition to free meals included Thanksgiving turkeys and Christmas hams. Financial benefits such as bonuses, profit sharing and discounts were also popular.

Noteworthy Voluntary Benefits

Rank

1. Parties—Christmas and annual company
2. Food—free meals, snacks and beverages and Thanksgiving turkeys
3. Profit sharing
4. Bonuses—sales, Christmas and attendance
5. Discounts—auto purchase, optical, in-store merchandise, hotel
6. Trips, including Hawaii and ball games
7. Employee Assistance Programs
8. 401(K)
9. Employee Recognition Awards—employee of the month, service awards
10. Educational—scholarships, tuition reimbursement

APPENDIX I—UNDERSTANDING MEDIANS AND MEANS

The annual studies written by the Research Division of Laventhol & Horwath utilize medians in their reported results. This article will give an in-depth explanation of medians and quartiles, as well as briefly discussing means, along with practical uses of both.

A median is defined as the middle value of all amounts calculated for a specific line item. For example, if we received nine responses for number of hourly employees—8, 4, 2, 6, 9, 7, 5, 1, 3—the middle value "5" would be the median since 50 percent of the responses received are below the value and 50 percent are above.

In conjunction with medians, lower and upper quartiles are used to give a further description of the sample results. Occasionally, we use means to report data, but we believe the median is the most appropriate method to report our results. This is because the median gives less biased results. Medians prevent results from being skewed by one or two outlying respondents.

The terms MEAN, AVERAGE and ARITHMETIC MEAN are all synonymous. A mean is calculated by summing the results and dividing by the number of responses. In Table I, the sum of vacation days is 73. Divide this by the 10 companies and the mean (average) is 7.3 per per company. By comparison, the median number of days is 5. In this example, the mean is 46 percent higher than the median.

Although medians and means both have their uses, medians are less affected by a small percentage of responses that vary significantly from the majority of the sample. This is the main reason why we report the data as medians in the majority of our studies.

Quartiles divide the responses into four equal parts, with the median still being the middle value. The lower quartile is the value that separates the lowest 25 percent of the responses from the rest of the sample when arranged sequentially, while the upper quartile defines the boundaries of the upper 25 percent of the responses from the lower 75 percent. Stated another way, 50 percent of all responses fall between the lower and upper quartiles. For example, if we receive 99 responses for a specific item and the responses (conveniently) were number 1 through 99, the median (or middle value) would be 50, the lower quartile would be 25 (25 percent of the responses would be below 25), and the upper quartile would be 75 (25 percent of the responses would be above 75). Fifty percent (or half) of the responses would fall between the lower and upper quartiles.

Table I
Number of Paid Holidays Per Year

Company	Number of Holidays
1	10
2	2
3	5
4	5
5	20
6	4
7	10
8	5
9	7
10	5
Total	73
Median	5
Mean (Average)	7.3

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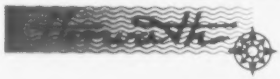

SECTION I. GENERAL

REMINDER: THIS SURVEY COVERS HOURLY EMPLOYEES ONLY.

PLEASE COMPLETE BY CHECKING OR FILLING IN THE APPROPRIATE AREAS.

1. Number of establishments owned or operated by your company _____

2. Total sales volume (for most recent fiscal year) $ _____

3. Type of ownership (check one)

Sole proprietorship	☐
Partnership	☐
Public corporation	☐
Private corporation	☐

4. Primary type of service (check one)

Full menu—Tableservice	☐
Limited menu—Tableservice	☐
Limited Menu—No tableservice (fast food)	☐
Cafeteria—Full menu	☐
Other (please specify) _____	☐

5A. State in which you are located _____

B. Scope of operation (check one)

Operating on a local basis	☐
Operating in several localities within one or two states	☐
Operating within one region of the country	☐
Operating within the United States	☐
Operating internationally	☐

6A. Total payroll for hourly employees (for most recent fiscal year) $ _____

B. How many W-2s for hourly employees did your company send out in 1988? _____

7. Total number of full and part time hourly employees (as of 9/1/89) _____

What proportion are:

Females	____ %
Married	____ %
Teenagers (under 20 yrs. of age)	____ %

8. Is your organization a:

	Yes	No
Foodservice contractor	☐	☐
Hotel/motel	☐	☐
Club	☐	☐
Franchise operation	☐	☐

9. Please estimate the proportion of your hourly employees who work

Less than 17.5 hours per week	_____ %
17.5 to 24 hours per week	_____ %
25 to 29 hours per week	_____ %
30 to 34 hours per week	_____ %
35 or more hours per week	_____ %
TOTAL	100%

10. How many hours per week must an hourly employee in your organization work to be considered a full time employee in terms of benefits eligibility? _____ hours

11. Please estimate what percent of your hourly employees have worked for the company

Less than one month	_____ %
1 to 6 months	_____ %
7 months but less than 1 year	_____ %
1 to 2 years	_____ %
3 to 5 years	_____ %
More than 5 years	_____ %
TOTAL	100%

12. Please estimate the average age of your hourly employee workforce. _____ years of age

SECTION II—MEALS AND UNIFORMS

	Service Employees		Preparation Employees	
	Yes	No	Yes	No
13. Do you provide meals for:	☐	☐	☐	☐
IF YES, please indicate if:				
Meals are provided free	☐	☐	☐	☐
Employees are charged for meals	☐	☐	☐	☐
IF CHARGED, do you:				
Deduct a meal credit from the employees' wages	☐	☐	☐	☐
Give a meal discount	☐	☐	☐	☐

Please indicate the meal credit amount or the percent discount allowed _____

_____

_____

_____

_____

14. Do you give hourly employees discounts for non-work related meals? ☐ Yes ☐ No

15. How many minutes per day of formal paid meal time are provided for hourly employees? _____ minutes

Uniforms

16. Do you provide hourly employees with uniforms? ☐ Yes ☐ No

17. For your non-minimum wage hourly employees, please check any of the following which apply.

- ☐ Require a uniform deposit
- ☐ Require purchase of a uniform
- ☐ Provide uniform cleaning allowance
- ☐ Organization cleans front of the house uniforms
- ☐ Organization cleans back of the house uniforms

SECTION III—TIME OFF

18. The following list includes different types of work-leave for hourly workers. To the right of each type of work-leave are questions regarding your organization's specific policies. Please answer each question to the best of your knowledge.

	Is leave provided? Check One Box			Complete if paid or unpaid leave is provided	
	Provided		Not		
Leave	Paid	Un-Paid	Pro-vided	Number of hours worked per week to be eligible	Number of weeks with company to be eligible
Vacation	☐	☐	☐	_____ hours	_____ week(s)
Sick Leave	☐	☐	☐	_____ hours	_____ week(s)
Personal leave	☐	☐	☐	_____ hours	_____ week(s)
Jury duty	☐	☐	☐	_____ hours	_____ week(s)
Funeral leave	☐	☐	☐	_____ hours	_____ week(s)
Military leave	☐	☐	☐	_____ hours	_____ week(s)

Vacation and Sick Leave Schedules

19. What policies are in effect for eligible hourly employees? (Please list the number of days for each category.)

Length of Service	Vacation	Sick Leave
6 months	_____ days	_____ days
1 year	_____ days	_____ days
3 years	_____ days	_____ days
5 years	_____ days	_____ days
10 years	_____ days	_____ days
20 years	_____ days	_____ days

20. Do you allo v hourly employees to carry over or cash in unused vacation or sick leave?

	Vacation	Sick Leave
Yes, carry over	☐	☐
Yes, cash in	☐	☐
No	☐	☐

Rest Time and Holidays

21. How many minutes per day of formal paid rest time are provided your hourly employees? _____ minutes

22. How many paid holidays are given to eligible employees this year? _____ days

23. Allowing employees to arrange their own working hours is often referred to as flextime. Does your organization provide flextime to your hourly employees? ☐ Yes ☐ No

SECTION IV—FRINGE BENEFITS

24. The following series of questions relate to fringe benefits provided to hourly employees. Please answer each question to the best of your knowledge.

Health Insurance

Please indicate if your company offers any of the following health insurance benefits to hourly employees.

	Is Individual Coverage Offered?		Is Dependent Coverage Offered?		When are Employees Eligible	
	Yes	No	Yes	No	Weeks w/ Company	Hours Worked Per Week
Medical/ Surgical	☐	☐	☐	☐	_____	_____
Dental	☐	☐	☐	☐	_____	_____
Vision	☐	☐	☐	☐	_____	_____
Hearing	☐	☐	☐	☐	_____	_____
Prescription	☐	☐	☐	☐	_____	_____

25. If you offer medical/surgical coverage to eligible employees please indicate the following

Average individual deductible	$ _____
Average family deductible	$ _____
% of benefits paid by plan after deductible is met	_____ %
Maximum benefit per individual	$ _____

26. Does medical/surgical coverage include cost containment features regarding

	Yes	No	Don't Know
—hospital preadmission testing	☐	☐	☐
—second surgical opinions	☐	☐	☐
—outpatient surgery	☐	☐	☐
—hospice care	☐	☐	☐
—home health care	☐	☐	☐

For medical/surgical coverage how are individual/dependent premiums paid?

	Individual Coverage	Dependent Coverage
—Employer pays all	☐	☐
—Employer pays part	☐	☐
—Employer pays none	☐	☐
—Depends on plan employee selects	☐	☐

For medical/surgical coverage does your company

	Yes	No	Don't Know
—offer same coverage to all eligible hourly employees	☐	☐	☐
—offer choices on deductibles	☐	☐	☐
—offer choices on types of plan such as HMO	☐	☐	☐

27. Does your organization provide any employee benefits through a flexible benefit or cafeteria plan (where an employee may choose among a specified list of plans across benefit areas)? ☐ Yes ☐ No

Maternity/Paternity/Dependent Care Leave

28. Does your company provide employees with maternity benefits?

Maternity Leave	Yes	No	Eligibility Requirements: Weeks with Company	Hours Worked Per Week	Number of Weeks Leave Provided
Leave paid by employer	☐	☐			
Unpaid leave without health insurance coverage	☐	☐			
Unpaid leave with health insurance coverage	☐	☐			

29. Indicate if you provide the following maternity benefits for eligible employees.

	Yes	No
Extra leave without pay	☐	☐
Guaranteed job reinstatement	☐	☐

30. Does your company provide paternity leave benefits?

Check One Yes	Check One No	Paid Leave Days	Unpaid Leave Days
☐	☐		

31. Approximately how many hourly employees took maternity/paternity leave in the past year? _____ employees

32. Does your company provide leave paid or unpaid, other than vacation days for eligible employees to care for

	Yes	No
Sick children	☐	☐
Sick spouse	☐	☐
Sick older family members	☐	☐

Child Care Benefits

33. Does your company offer any of the following child care benefits to hourly employees?

	Yes	No	When are Employees Eligible? Weeks With Company	Hours Worked Per Week
Reimbursement for child care expenses	☐	☐		
On or off site child care facility	☐	☐		
Child care referral service	☐	☐		

Other (please describe) _____

34. How many employees received child care benefits in the past year? _____ employees

Group Life and Other Insurance

35. Does your company offer any of the following insurance benefits to hourly employees?

	Yes	No	When are Employees Eligible? Weeks w/ Company	Hours Worked Per Week
Life insurance	☐	☐		
Long term disability	☐	☐		
Short term disability	☐	☐		
Accidental death/dismemberment	☐	☐		

36. If your company offers life insurance to your hourly workers, is the coverage (check appropriate response)

- ☐ a multiple of annual earnings
  - One time ☐
  - Two times ☐
  - Other ☐
- ☐ determined by employees' grade
- ☐ Other (please describe) _____

37. Please check all benefit plans that your company self-insures.

- ☐ Life insurance
- ☐ Short term disability
- ☐ Long term disability
- ☐ Medical/surgical
- ☐ Dental

Pension and Capital Accumulation Plans

38. Does your company offer any of the following plans for eligible hourly employees?

	Yes	No	When are Employees Eligible? Weeks w/ Company	Hours Worked Per Week
Pension Plan	☐	☐		
Employee Stock Ownership Plan (ESOP)	☐	☐		
401 (K)	☐	☐		
Profit Sharing	☐	☐		

Other (specify) _____

39. If your company offers a 401(K), is there a matching company contribution? ☐ Yes ☐ No

40. If yes, what is the matching company contribution for each dollar an employee contributes? _____ cents

Other Benefits

41. Does your company offer any of the following benefits to hourly employees?

	Yes	No	When are Employees Eligible? Weeks w/ Company	Hours Worked Per Week
Educational assistance	☐	☐		
Parking	☐	☐		
Subsidized commuting (such as transportation allowance or van pools)	☐	☐		
Legal services	☐	☐		
Credit Union	☐	☐		
Employee assistance programs (such as for alcoholism, drug abuse problems)	☐	☐		

42. If your company offers educational assistance to your hourly employees, do you reimburse only for training and educational courses that are related to the employees' job? ☐ Yes ☐ No

Do you reimburse: (check all that apply)

- ☐ 100% of tuition
- ☐ 75 to 99% of tuition
- ☐ 50 to 74% of tuition
- ☐ less than 50% of tuition
- ☐ all or part of cost of books
- ☐ associated travel expense

Bonuses and Awards

43. Does your company offer any of the following for eligible hourly employees?

	Yes	No
Peformance based bonus	☐	☐
Christmas bonus	☐	☐
Service awards	☐	☐
Suggestion awards	☐	☐

Please specify other types of awards and bonuses.

_____

_____

_____

_____

Cost of Benefits

44. Please estimate your company's total annual or fiscal year cost of mandated and voluntary benefits for hourly employees.

Mandated

Social Security	$ _____
Unemployment compensation	$ _____
Workers' compensation	$ _____
Other (specify) _____	$ _____
_____	
Voluntary	$ _____
TOTAL	$ _____

45. How satisfied are you with the overall benefits now available to your company's hourly employees?

- ☐ Very satisfied
- ☐ Somewhat satisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Somewhat dissatisfied
- ☐ Very dissatisfied

46. How satisfied are your hourly employees with the over all benefits now available from your company?

- ☐ Very satisfied
- ☐ Somewhat satisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Somewhat dissatisfied
- ☐ Very dissatisfied
- ☐ No basis to judge

47. Have you made any significant changes in your benefit program in the last year? ☐ No ☐ Yes

If yes, please explain

48. Are you planning any significant changes in your benefit program during the next two years? ☐ No ☐ Yes

If yes, please explain

49. Please describe any benefits your company provides on a voluntary basis that you think are especially noteworthy.

Thank you, please send this questionnaire to: Laventhol & Horwath
Research Division
1845 Walnut Street
Philadelphia, PA 19103.

If you have any quesitons, please call Nina Hayes of Laventho! & Horwath at (215) 299-1638.

For further information:
Contact Research Manager, National Restaurant Association
1200 Seventeenth Street, N.W., Washington, D.C. 20036-3097
Phone: (202) 331-5900